Saturday Review

JANUARY 22, 1955 / 20¢

ATOMS AND AUTOMATION

A Special Issue

Articles on the Second Industrial Revolution by:

STUART CHASE
ADOLF A. BERLE, JR.
JOHN I. SNYDER, JR.
J. V. MURPHREE
JOHN LEAR
NATHAN WEINBERG
HENRY BUND

Roger Burlingame, author of "Henry Ford." (See page 22)

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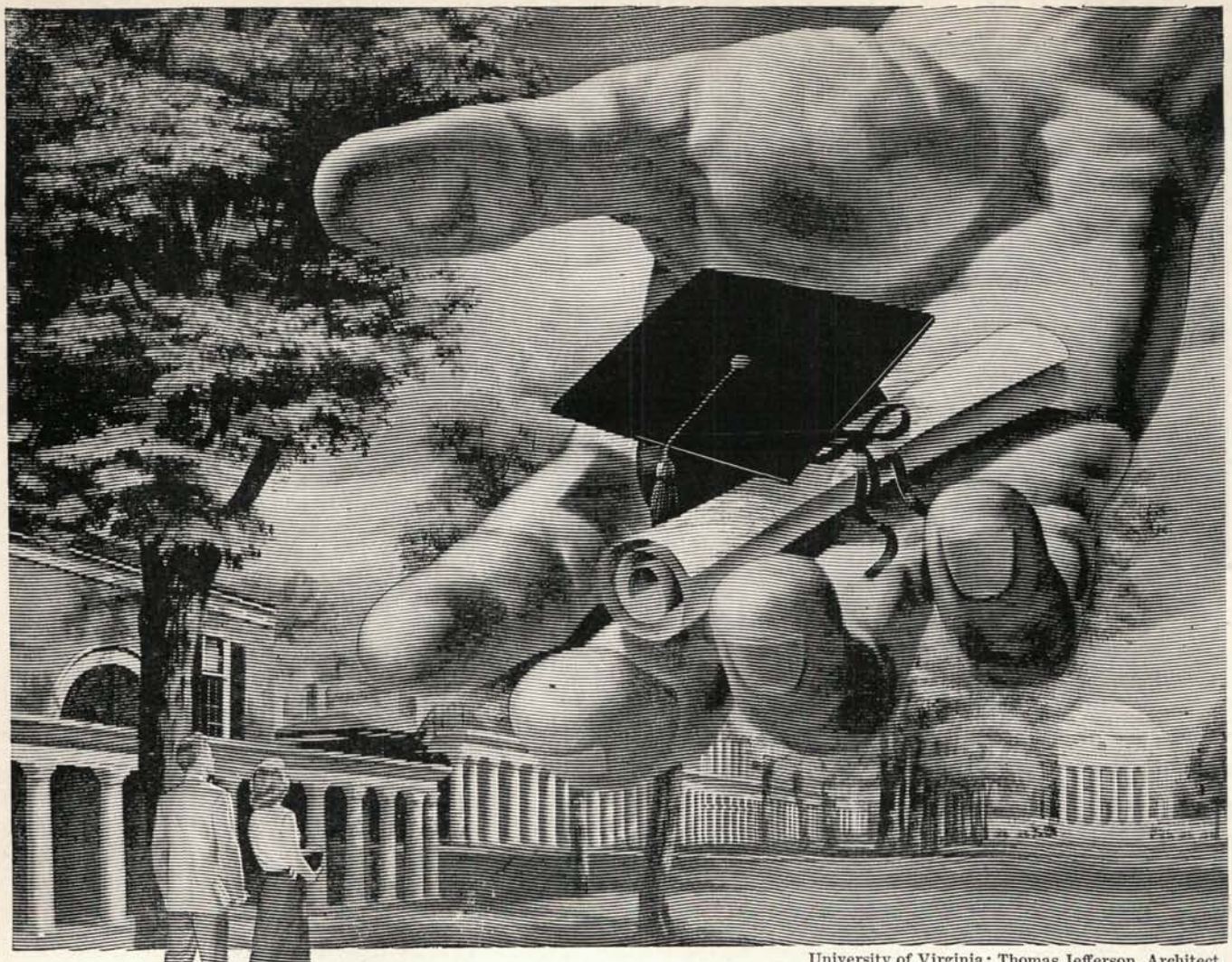

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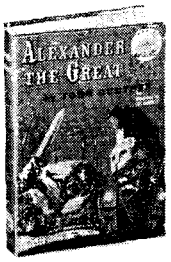

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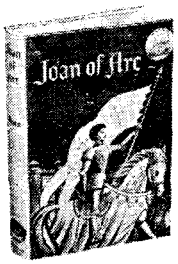

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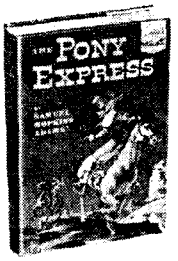

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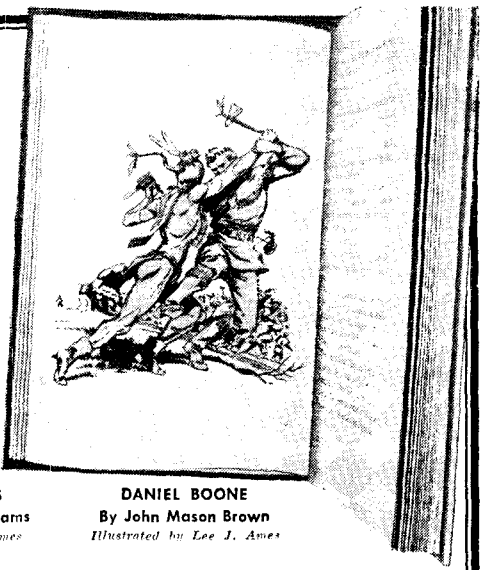

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THE SATURDAY REVIEW, published weekly by the Saturday Review Associates, Inc., 25 W. 45th Street, New York 36, N. Y. E. De Golyer, Chairman of the Board; Harrison Smith, President; J. R. Cominsky, Publisher, Executive Vice President and Treasurer; Norman Cousins, Vice President; Amy Loveman, Secretary; Nathan Cohn, Assistant Treasurer and Business Manager; Robert A. Burghardt, Advertising Director; Bert Garmise, Circulation Director; Ray Goodman, Circulation Manager; Marion Urmy, Assistant to the Publisher. Subscription $7 a year; $8 in Canada. Member Audit Bureau of Circulations. Printed in U.S. Vol. XXXVIII, No. 4, Jan. 22, 1955. Re-entered as second-class matter January 11, 1952, at the Post Office in New York, N. Y., with additional entry at Philadelphia, Pa., under the Act of March 3, 1879. Indexed in the "Readers' Guide to Periodical Literature." Entire issue copyright 1955 by Saturday Review Associates, Inc.

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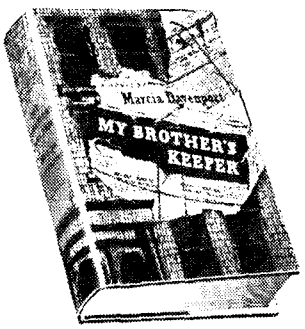

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ECONOMIC SOLILOQUIES

1955 FORECAST

HAVING SURVIVED the annual avalanche of holiday greetings, we are now digging out from under a barrage of annual reports and annual forecasts. Among the many things we don't understand is why the postal service doesn't make money. It can't be lack of business.

For several years we have refrained from issuing any forecasts, being content to poke a little good-natured fun at those who do. This approach is not only wearing pretty thin but we sense that people are beginning to see through our subterfuge. They are doubtless saying to themselves, "Maybe this fellow just doesn't know what is going to happen." It might lead to a serious inferiority complex.

However, we also recognize that this is a bad time to get involved. The forecasting business is becoming increasingly competitive. To command any attention at all one must keep raising the ante on all the predictions that have gone before. This develops into quite a rat race as each predictor strives to out-predict the others.

BUT WE DO THINK we have mastered the formula which the old pros use. If the consensus of opinion is for a 5% rise in business, the thing to do is to predict an increase of 5.7% to 6.2%. This not only tops the field but sounds very mathematical and authentic. Of course, the best procedure is to look ahead to 1965, 1975 or 2000 A. D. By taking a long enough view, the sky is the limit and you can shoot the works without fear, as the saying goes, of successful contradiction.

Oh yes, regarding 1955 there is practically nothing to worry about. Nothing, that is, except taxes, expenses, competition, politics, strikes, communism, aphids, droughts, floods, school financing, juvenile delinquency, the hydrogen bomb, etcetera, etcetera. In other words, it looks very much like any other year.

The most dependable forecast that anyone can make regarding 1955 is that, irrespective of what happens between now and the end of the year, all forecasters will then be predicting an increase in business in 1956.

★ ★ ★ ★

THE FOREGOING is an "editorial" from the monthly business bulletin of the largest bank in the Rocky Mountain States – Arizona's Valley National Bank. The dissertations of H. A. Leggett, the bank's economist, have become nationally famous in financial circles. If you would like to be placed on his mailing list, gratis, write **VALLEY NATIONAL BANK, DRAWER 71, PHOENIX, ARIZONA.**

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TRADE Winds

THE CANARD THAT there have been no good new novels worth reading this year has been circulated principally by people who haven't bothered to buy any. There are plenty of them.

Pick up Dawn Powell's "The Wicked Pavillion," for instance. Not only will it evoke pleasant, nostalgic memories, but it may even persuade you to reread Edith Wharton's comparable *tour de force,* "The Age of Innocence."

I have already enlarged upon the pleasure afforded me by Hamilton Basso's "The View from Pompey's Head." I also recommend Pierre Boulle's "The Bridge Over the River Kwai" (a "sleeper" on the Vanguard list you'll be hearing more about in weeks to come) and "Hadrian's Memoirs," by Marguerite Yourcenar. Above all, I personally enjoyed Frances Gray Patton's heart-warming "Good Morning, Miss Dove."

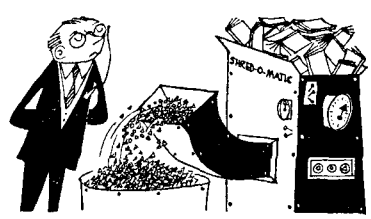
It doesn't take too many pages to tell the story of Miss Dove, the doughty schoolmistress who acted as the conscience for an entire town. I opened it at the Chicago airport and finished it by the time we flew into Kalamazoo. Fortunately for me, there were not many other passengers aboard for, try as I would to prevent it, I could not hold back the tears in my eyes. It's no great shakes, I admit, to make me start sniffling for, like Georgie Jessel, I've been known to cry at card tricks. But "Good Morning, Miss Dove" is really top-drawer stuff —*schmaltz,* if you will, but the kind of *schmaltz* that makes you feel just fine when you've read the final page.

STARRY-EYED UNDERGRADUATES, majoring in English, who assure publishers, "It must be wonderful to know all those great authors personally," should read very carefully "His Very Self

and Voice," a new Macmillan book of over 650 pages which records collected conversations of the tempestuous Lord Byron. This volume should convince them that temperamental authors, like famous movie stars, are often a lot more fun to look at and read about than to encounter first hand.

Byron's own publisher, for instance, admitted candidly, "I was often very glad to get rid of him." It seems that Byron was wont to fence with imaginary opponents, sweeping objects off the desk with his rapier-like walking stick, while the publisher was trying to read proof on "Childe Harold" or other Byron productions. What Byron's cast-aside lady friends had to say about him—and it was plenty—may be discounted on the grounds of understandable bias, but his "friend" Shelley topped all of them in venom when he observed, "Lord Byron is an exceedingly interesting person—but as such is it not to be regretted that he is a slave to the vilest and most vulgar prejudices, and as mad as the winds?"

HAVOC-WREAKING OVERPRODUCTION of quarter paperback books, referred to repeatedly in these columns, has finally hit the front page of *The Wall Street Journal.* "Not long ago," says the lead paragraph of the *WSJ*'s Tom McCarthy, "a truck backed up to an abandoned canal in Buffalo and dumped thousands of unsold paper-backed books into the water. . . . In



Oklahoma City a publisher's representative stood by while additional thousands of unsold books were pushed through shredding machines. . . . And in the Midwest one harassed distributor literally found himself up to his ears in paperback books; he had stored so many on the floor above his office that the floor collapsed."

Sales this year, concludes *The Wall Street Journal,* should be close to last year's record total of 240 million copies—but the rub is that, despite this dazzling total, production, until recent drastic setbacks, was outpacing consumption by a cool fifty million volumes a year. Obviously, something had to give. It did, Mrs. Teitelbaum!

WHO SHOULD POP UP AS PREXY of Cinerama, succeeding Lowell Thomas, but our old friend Milo Sutliff, plutocratic pilot of Greystone Press and erstwhile mastermind of the Literary Guild. . . . Back in the saddle as chairman of the board at Harcourt, Brace: Hastings Harcourt. Eugene Reynal has retired from the organization . . . Sheila Cudahy Pellegrini has been elected

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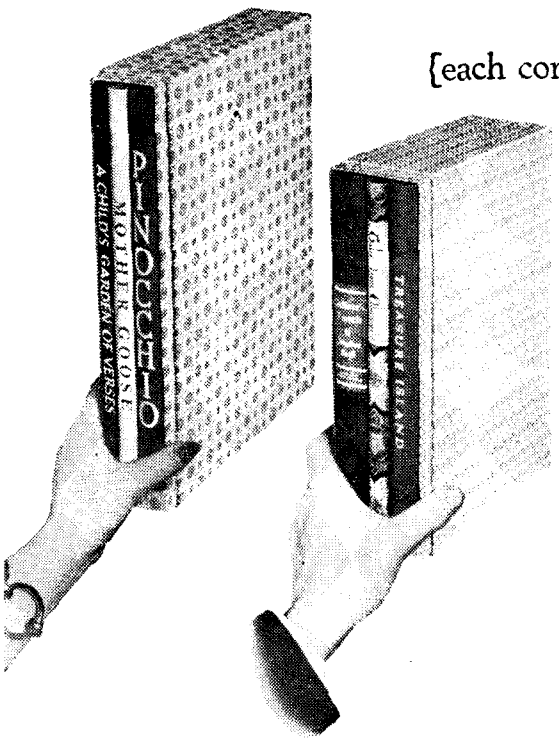

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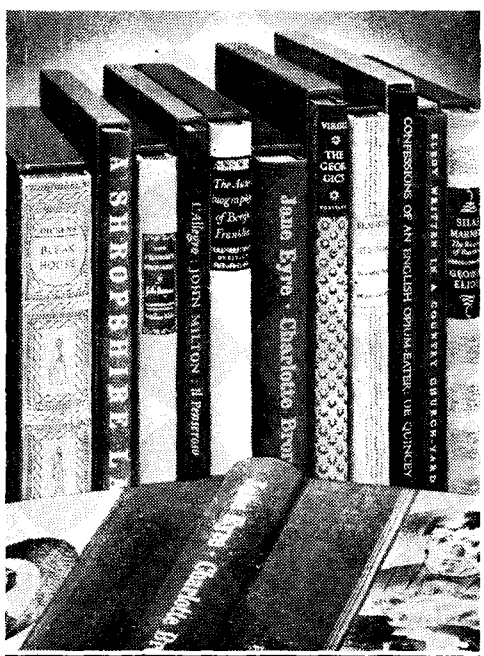

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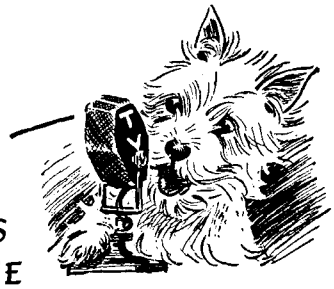

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vice president of Farrar, Straus and Young. . . . Ted Waller, formerly of the Publishers' Council and the New American Library, has been appointed vice president of the Grolier Society. . . . The fat job of Harper sales manager, left vacant by Adam Burger's retirement, falls into the lap of Robert Fitzhenry, who had been burning up the Chicago area for the firm in recent years. . . . According to *Look* magazine, big shots like the above are now known as "carbonized" in Madison Avenue advertising circles. This means they have risen to the exalted ranks of those who rate carbon copies of "top secret" office memos. . . . In contrast, *Variety* offers the poignant tale of the shoestring publisher whose editor reported, "There's an author outside with a nice, sexy manuscript, and he's so hungry he'll sign away all rights in perpetuity for a good steak." "A steak, hey?" mused the cautious publisher. "How many pounds?"

SHARP-EARED MIKE CONNOLLY, pausing to admire a particularly effective window display at the Pickwick Bookshop in Hollywood, heard a passer-by confess, "Whenever I'm in the dumps I buy myself a new novel." "Oh," replied her companion, "So THAT'S where they're sold!". . . . *New York Times* pundit Charles Poore says he'd like to live the rest of his life as a citizen of San Francisco—provided that he can spend at least eight months of every year in New York. . . . Harvey Campbell, known as "Mr. Detroit" in some circles, has had dealings—purely of a professional nature—with a beautiful blonde whose apartment on Park Avenue was one of the town's show-

FRASER YOUNG'S LITERARY CRYPT NO. 605

A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 605 will be found in the next issue.

SMDQ GLKDTAW KDXUNDO

GLXDQOD, FLXABAUTOMLZ

LO QDBT.

—S. FPTBQA.

Answer to Literary Crypt No. 604
The public only takes up yesterday as a stick to beat today.—Jean Cocteau.

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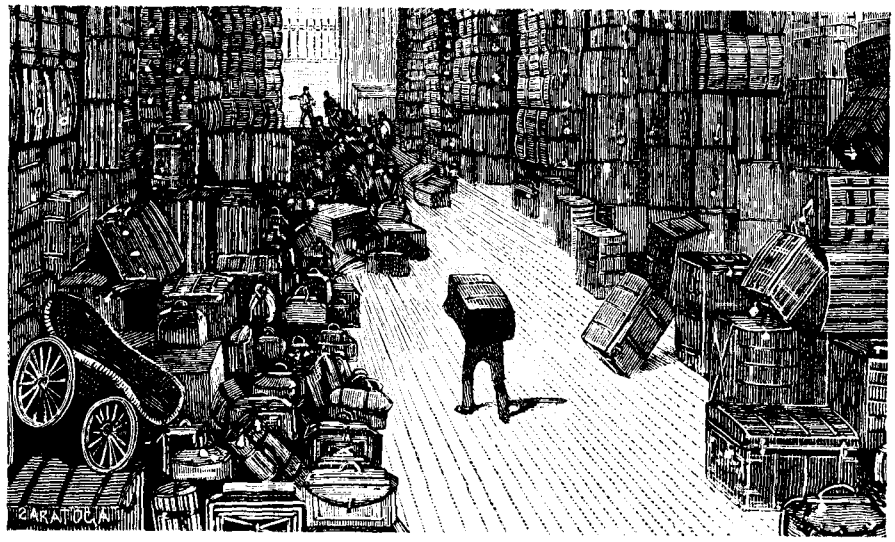
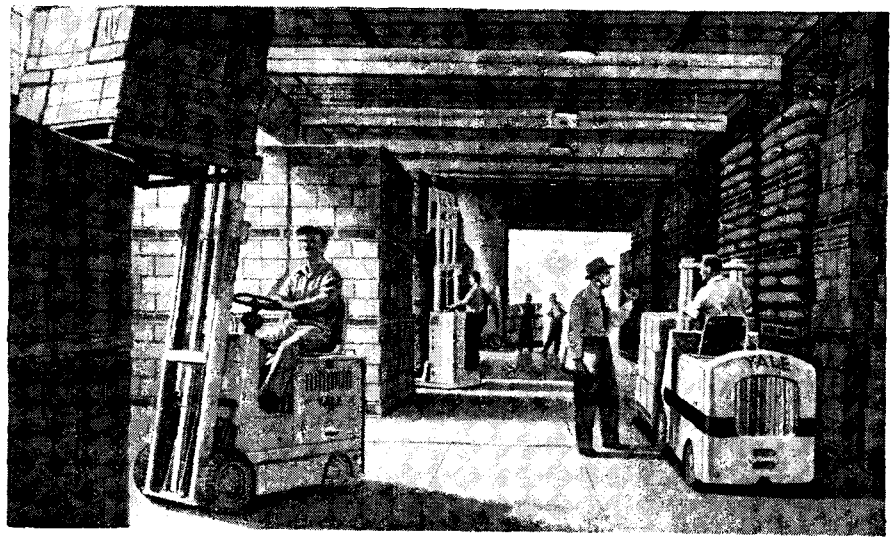
Who wants "The Good Old Days"



when today's jobs are so much easier?



Handling Materials is no longer the back-breaking job it used to be. Today handling equipment is *mechanized* – and YALE, pioneer in better handling techniques since 1875, offers progressive management the world's most complete line of materials handling equipment in types and capacities to meet *every* handling challenge. YALE Industrial Trucks and Hoists speed production, save space, conserve valuable manpower, cut handling costs as much as 75%—in plants, warehouses and terminals around the globe.

YALE & TOWNE

THE YALE & TOWNE MANUFACTURING COMPANY
Executive offices: Chrysler Building, New York 17, N. Y.

DOMESTIC DIVISIONS: YALE Lift Trucks and Hoists; AUTOMATIC Electric Industrial Trucks; YALE Locks and Hardware; TRI-ROTOR Pumps; NORTON Door Closers; POWDERED METAL PRODUCTS.

YALE INTERNATIONAL DIVISIONS in Canada, England, Germany. Licensed manufacturers in France, Italy, Spain, Australia, and Japan. Sales Representatives throughout the World.

THE WORLD LOCKS, LIFTS AND MOVES WITH PRODUCTS OF YALE & TOWNE

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New and Recent Harper Books for Businessmen

SELECTING AND DEVELOPING FIRST-LINE SUPERVISORS

By GEORGE D. HALSEY. The first comprehensive manual of methods and techniques in the increasingly important area of first-line supervision and development. An invaluable guide for plant and division managers, supervisory development committees, and personnel and training directors. $3.50

THE INTELLIGENT INVESTOR

Revised Edition

By BENJAMIN GRAHAM. Up-to-the-minute edition of this invaluable guide to professional methods of security analysis and selection — for the "defensive" as well as the "enterprising" investor. "The standard popular work in the field." —BURTON CRANE, *N. Y. Times.* $3.50

PUBLICITY IN ACTION

By HERBERT M. BAUS. The most comprehensive new publicity manual available for business enterprises, as well as for the private, public or volunteer agency. By a top authority. $4.50

WHAT ABOUT MUTUAL FUNDS?

By JOHN A. STRALEY. The first simply-written layman's guide to this increasingly popular form of investment, describing how mutual funds are organized and conducted, and how they benefit the investor. $2.50

AMERICA'S RESOURCES OF SPECIALIZED TALENT

A Current Appraisal and a Look Ahead

By DAEL WOLFLE. An authoritative survey of this country's resources of talented and trained personnel in the fields of science, business, and other professions. "Will undoubtedly become a standard reference in its field."—*N. Y. Times.* $4.00

MANPOWER IN THE UNITED STATES: *Problems and Policies.* Edited by Wm. Haber & others. Twenty authorities throw constructive light on the question of how our country can utilize its labor power for maximum productivity. $3.00

ADVERTISING IN MODERN RETAILING. By Carrie Mills Rowland. A successful advertising consultant here offers a modern guide to the actual practice of advertising in the retail store today. $4.50

SUCCESS AND SATISFACTION IN YOUR OFFICE JOB. By Esther R. Becker & Richard L. Lawrence. "A rare book that . . . should be read by every female office worker for the benefit of herself and her management."—*The Office.* $2.50

ETHICS IN A BUSINESS SOCIETY. By Marquis W. Childs and Douglass Cater. "Accurate reporting and authentic insight into the moral crisis of our time."—*Washington Post.* $2.75

CHRISTIAN VALUES AND ECONOMIC LIFE. By John C. Bennett and others. The summarizing volume in the outstanding series on *The Ethics and Economics of Society.* $3.50

HANDBOOK FOR DISCUSSION LEADERS. Revised Edition. **By J. Jeffery Auer and Henry Lee Ewbank.** "A distinctive contribution to the literature on public discussion."—*Quarterly Journal of Speech.* $2.50

At your bookstore or from

49 E. 33rd St. **HARPER & BROTHERS** New York 16

places. Last time he saw her, however, she had moved to more modest diggings on Lexington. Her frank explanation: "My louse expired." . . . Broker Wash Dodge, of Cady Roberts, gives investment advice to the wife of a famous novelist-TV impresario. Last month, however, she told him, "I won't need any suggestion from you this time. I've decided to buy either RCA or Reynolds. I'll let you know my choice on Monday." "What are you waiting for?" asked Dodge. "To see," explained the shrewd investor, "which of their shows is better this week: 'Mr. Peepers' or 'Kukla, Fran, and Ollie'." . . . James Michener has just received a valuable suggestion from an enthusiast who came upon a paperback edition of his "Tales of the South Pacific" in Northern Canada. "Your characters," he wrote Michener, "are extraordinarily vivid. Have you ever thought of putting them into a play?"

AS TWO SULTRY DAMSELS EMERGED from a Broadway movie palace recently one was heard to grumble, "Isn't it time somebody made a picture with a happy ending? Every one I've seen this month winds up with the couple getting married!" . . . Viking Press will have a happy ending if it accepts the inspired idea of an editor on the outside: a Portable Marilyn Monroe. . . . Another Hollywood glamour girl, who has stopped at nothing to attract a fraction of the publicity Marilyn gets without batting an eyelash, has been barred from all military installations in the vicinity. They accuse her of contributing to the delinquency of a major.

THERE'S BEEN A SPOT OF TROUBLE at a New York literary club, too. It seems that Member Number One returned home unexpectedly and found his wife in the arms of Member Number Two. He thereupon tattoed the latter's anatomy with a load of buckshot.

"What unfortunate publicity for the club," groaned the secretary. "Can you think of anything worse?"

"I certainly can," admitted the president. "Had he come home just an hour earlier he'd have shot *me!*"

—BENNETT CERF.

SOLUTION OF LAST WEEK'S KINGSLEY DOUBLE-CROSTIC (No. 1086)

HAROLD GLEASON:

COUNTERWEIGHT

A hundred days till the devotee
Crawls out of bed at half-past three,
Dons his fishing-for-trout regalia, . . .
And off to a neighboring river hustles,
There to torture neglected muscles . . .

Copy the clown's eccentric ways?
We? Well, not for a hundred days.

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ENGINEERS PHYSICISTS

NEW Growth Opportunities As Sylvania's Missile Systems Laboratory Prepares to MOVE to BOSTON

Early next summer, Sylvania's Missile Systems Laboratory, now located at Whitestone, Long Island, N. Y., will relocate permanently in new, larger quarters in the Boston area. As a Sylvania engineer, you can look forward to:

- **Creative work and challenging technical problems**
- **Opportunity to grow with an expanding organization**
- **Financial support for advanced educational studies**
- **Liberal benefits in insurance, pension and medical programs**
- **Live and work in model suburban Boston area offering many cultural and recreational activities.**

Moving expenses to Boston will be paid by Sylvania.

An office has already been opened at Newton, Massachusetts, with immediate openings there and on Long Island.

Permanent positions are available for Engineers and Physicists with a minimum of 3 years' experience in one of the following fields:

ANALYSIS & DESIGN OF SEARCH RADAR SYSTEMS

ANTENNA THEORY & DESIGN

ANALYSIS OF MISSILE GUIDANCE SYSTEMS

MATHEMATICAL ANALYSIS & SYSTEM DESIGN OF FIRE CONTROL & COMPUTER EQUIPMENT

INERTIAL GUIDANCE OR INFRA-RED FOR DETECTION & TRACKING

SERVO SYSTEM DESIGN & ANALYSIS

AERODYNAMICS

PROPULSION

AIRCRAFT OR MISSILE STRUCTURES

Please forward resume to
Manager of Personnel

SYLVANIA

ELECTRIC PRODUCTS INC.

20-21 Francis Lewis Blvd. Whitestone, L. I., N. Y.

All inquiries will be answered within two weeks

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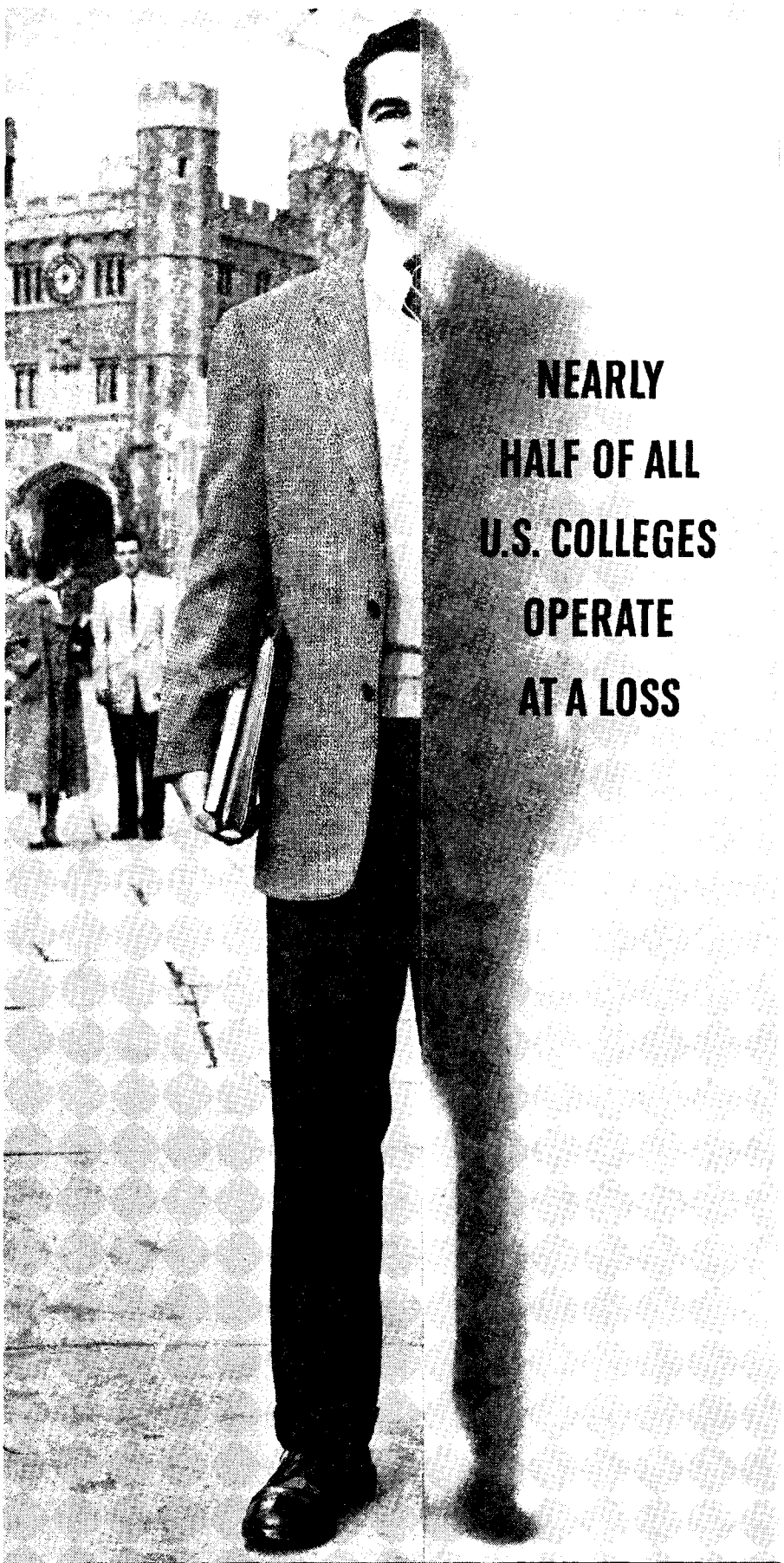


Progress Is Our Most Important Product

GENERAL ELECTRIC

AS GENERAL ELECTRIC SEES IT . . .

Here's a new way of giving colleges the financial help they need

The G-E Educational Fund announces a plan to match an employee's gifts to his college, up to $1000 in one year

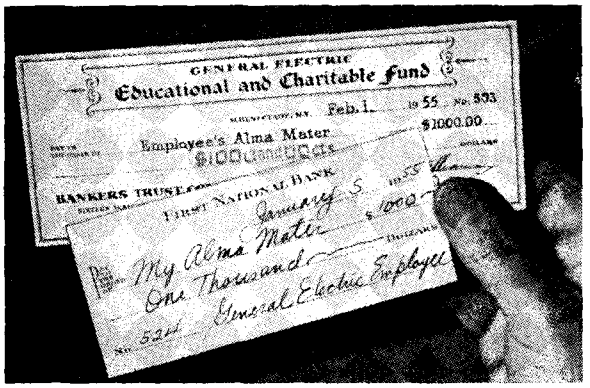
One out of every two colleges and universities in the U.S. is today operating in the red . . . and rapidly increasing enrollments mean they face a mounting deficit every year.

To American industry, which depends on healthy schools for its trained man power, the question is, "How can we help — and encourage others to help?"

A "Corporate Alumnus Program" is now announced for 1955 by the Trustees of the General Electric Educational and Charitable Fund. Here is the plan:

For every gift made by a G-E employee to an accredited four-year U.S. college or university at which he has earned a degree, the Fund will make a gift to the same school. Within the limits of the plan, it is the intent to match each employee's contributions, up to $1000 in one year, on a dollar-for-dollar basis. This is in addition to the scholarships, fellowships and grants-in-aid provided by the Fund.

The Corporate Alumnus Program will not itself lift the colleges' sizable dollar burden, but it will be a good start in stimulating increased alumni and industry support — and, as we see it, a good example of progress in the American way.



When an employee gives to his college, his gift is backed up with a second check. For more information on the Program write to:

General Electric Educational and Charitable Fund, Department J-2-123, Schenectady, N. Y.

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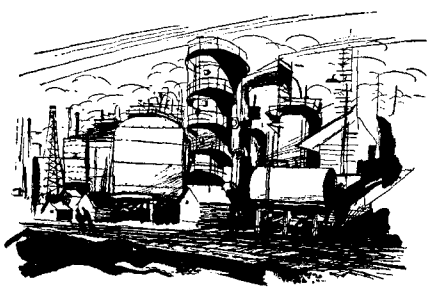
The Saturday Review

JANUARY 22, 1955

ATOMS AND AUTOMATION



"The First Industrial Revolution, the revolution of the 'dark satanic mills,' was the devaluation of the human arm by the competition of machinery. There is no rate of pay at which a United States pick-and-shovel laborer can live which is low enough to compete with the work of a steam shovel as an excavator. The modern industrial revolution is similarly bound to devalue the human brain, at least in its simpler and more routine decisions. Of course, just as the skilled carpenter, the skilled mechanic, the skilled dressmaker have in some degree survived the First Industrial Revolution, so the skilled scientist and the skilled administrator may survive the Second. However, taking the Second Revolution as accomplished, the average human being of mediocre attainments or less has nothing to sell that it is worth anyone's money to buy."

—**NORBERT WIENER** in "CYBERNETICS" *(Wiley).*

New Energy for a New Age

By STUART CHASE, *famous economist and publicist, and author of many books, among them "The Power of Words" (1953).*

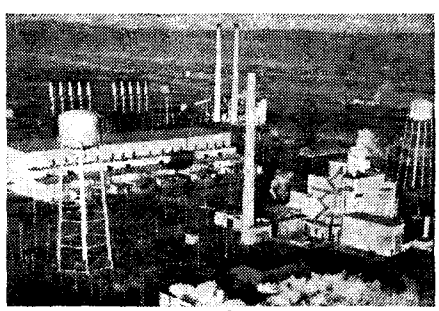
THE ATOMIC AGE, which began with the destruction of Hiroshima, will end, according to some prophets, with more and worse destruction. Other prophets look for an era distinguished by a less Wagnerian finality. Certainly the release of the atom's built-in energy is a stunning event of many values in all shades of good and evil.

To date three major applications of atomic energy are in active development: weapons, the generation of industrial power, and isotopes. The Atomic Energy Commission has spent more than $100,000,000 on the second, and our concern in this brief survey is primarily with the social and economic implications of controlled atomic power. We know this new energy can devastate. What can it build?

History, in one definition, is the story of man's increasing ability to control energy—the energy which limits the material base of any civilization. If there is a dependable supply it will release enough citizens from unremitting drudgery to do some thinking, to observe and invent, develop the arts and sciences, design some noble buildings, write some books. Early civilizations were built on slave power and beast-of-burden power, with some small aid from wind and water. All these societies, from Nineveh to the France of Louis XIV, were handicraft cultures, with little help from inanimate energy or complicated machines.

The use of coal as fuel for steam engines ushered in the industrial revolution. Present oil, gas, and hydroelectric turbines were added to the energy potential. Presently direct mechanical power was often converted into the more flexible electrical power, as transmission towers spanned the land. The Machine Age began, *circa* 1776, in the smoke, grime, and human indignities of Lancaster and Birmingham, and is ending with the TVA and clean, colorful factories.

The atom may have a good deal to say about civilization's conditions when it comes. It promises a new base for civilization, following the coal and oil age which followed the handicraft ages of human and animal energy. (A very remarkable feature of the magnificent Mayan culture in Mexico was that it had no beast-of-burden—all



—Johnson; Richland, Wash.

A plutonium production area at Hanford.

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manpower.) What are the major aspects of this new and mighty force? Is it too soon to cast a balance sheet of its economic and social effects?

A DIFFERENT ORDER OF ENERGY

The Atomic Age is built on Einstein's equation $E = mc^2$, where m is the mass of the atom, and c is the speed of light (186,000 miles per second). You square that, and out of the atom comes quite a bit of energy! Matter turns into energy, energy turns into matter in this exalted world. When this reaction takes place in a reactor—or pile, or furnace—for the generation of power or other useful purpose, the blast effect is prevented, the radiation is checked by shields of lead and concrete, the heat is transferred to a boiler. There steam is made to turn a turbine and so produce electricity. Atomic energy does not itself flow over transmission lines; it just provides a different fuel to turn water into steam.

We have now three nuclear fuels available for this new energy base for civilization: natural uranium 235, man-made plutonium, and uranium 233 derived from natural thorium. We also have a helpful process called "breeding," whereby the supply of fissionable materials can be conserved. In June 1953 the AEC announced that the method had been successfully demonstrated at its Idaho plant. "The real significance of breeding is that it is now possible for mankind ultimately to utilize all of the uranium (and thorium) that can be extracted from the earth's surface for atomic fuel, whether fissionable or not in its natural state."

Uranium is theoretically 1,000 times as plentiful as gold in the earth's crust, 100 times as plentiful as silver—about the same as lead. There are probably several pounds of it in the Washington Monument. To take the monument down and grind up the stones, however, is not a practical proposition. Similarly, much of the world's supply is not sufficiently concentrated in rocks and outcroppings to mine and grind. There is also uranium in sea water, but to build a plant to get it out in negotiable quantities would cost, engineers figure, 150 billion dollars—a sum to give even a New Dealer pause. It requires scores of railroad gondola cars loaded with high-grade ore to make one bomb. But prospectors are out in force all over the six continents, and available supplies are rapidly being mapped. Uranium is now being produced in marketable quantities in the U.S., Canada, Sweden, France, Russia, Portugal, East Germany, Czechoslovakia, Australia, the Belgian Congo, Madagascar, Mozambique, and South Africa.

FUEL FOR 1,700 YEARS

The AEC reports that enough uranium and thorium are already in sight to provide the world's energy for *1,700 years—at the rate of energy consumption estimated for 2000 A.D.!* Palmer C. Putnam, consulting engineer for the AEC, estimates that reserves of coal, oil, and gas will last some 400 years at present rates of consumption. At the 2000 A.D. rate he gives them only eighty years! So the present energy base is to the estimated atomic base as eighty is to 1,700, or as one is to 212. Engineering extrapolations are often subject to severe discount but, discount as we may, the advantage of the fissionable atom still appears very great.

Coal and oil are wasting assets; once gone they cannot be replaced short of a few million years. Waterpower goes on indefinitely, but there is not enough in all the world's rivers to meet present power requirements, let alone those of A.D. 2000. Uranium and thorium are also wasting assets, but to a much slower clock. By the time they begin to run short, say in 3500 A.D., the physicists may have found ways to crack the energy of more plentiful atoms.

POWER-HUNGRY PLACES

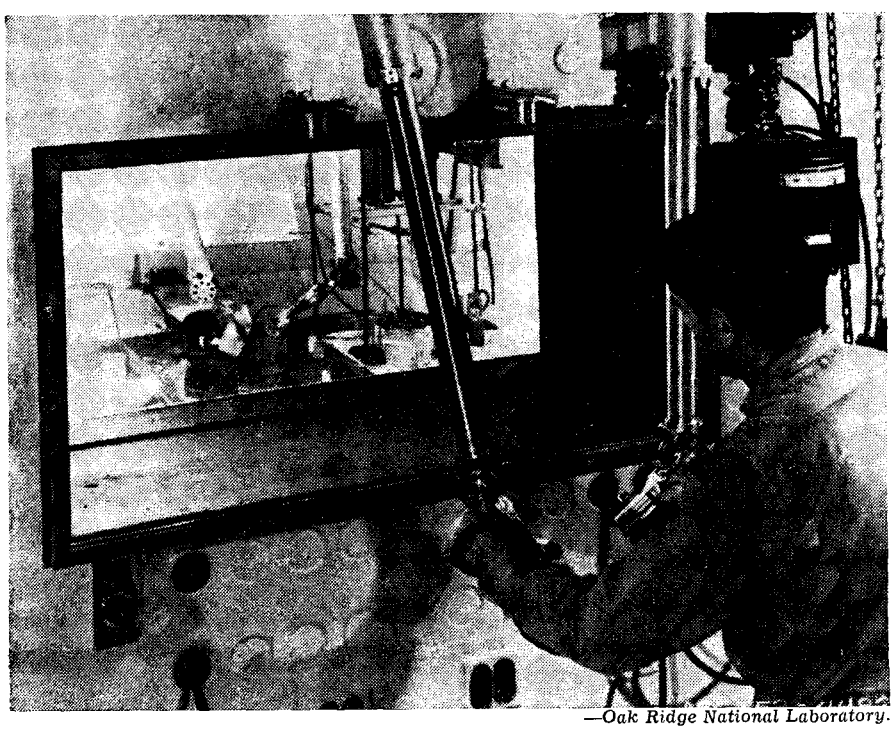
Where are the best locations for the new reactors? An atomic-power plant will probably cost more to build than a coal plant, due to the great expense of lead and concrete shields. The cost and weight of shielding, furthermore, indicate no immediate future for atomic automobiles (a seventy-five horsepower reactor in an automobile would require about twenty-seven tons of shielding!) or airplanes, but are manageable in submarines, large surface vessels, locomotives, and possibly in dirigibles.

The direct saving will come in the outlay for fuel, since a pound of U-235 can do the work of 1,300 tons of coal, as we noted earlier. There will also be large, indirect economies in eliminating cross-hauling, and reducing smoke and dirt. Los Angeles might even get rid of smog.

A big reactor could be built today for some $60,000,000, according to Gordon Dean, and produce electric power at eight mills per kilowatt hour. Power from coal now costs Chicago seven to eight mills, so competition is beginning to be negotiable. In some places in the U.S. power now costs up to twenty mills per kwh—though out in the Northwest the great waterwheels of the Columbia River lay it down for two and one-half mills. In many areas about the world present costs run thirty mills and more.

Cost is thus a strictly relative matter. Atomic power at eight mills may be dirt cheap in certain places, prohibitive in others—such as Portland, Oregon. Even now, with limited technical knowledge, it would pay in remote areas in the U.S. Mr. Dean hopes that the first large-scale reactors will be in U.S. centers where they are *not* particularly needed, because there

(*Continued on page* 36)



—*Oak Ridge National Laboratory.*

"Mechanical hands" for highly radioactive material—"a new base for civilization."

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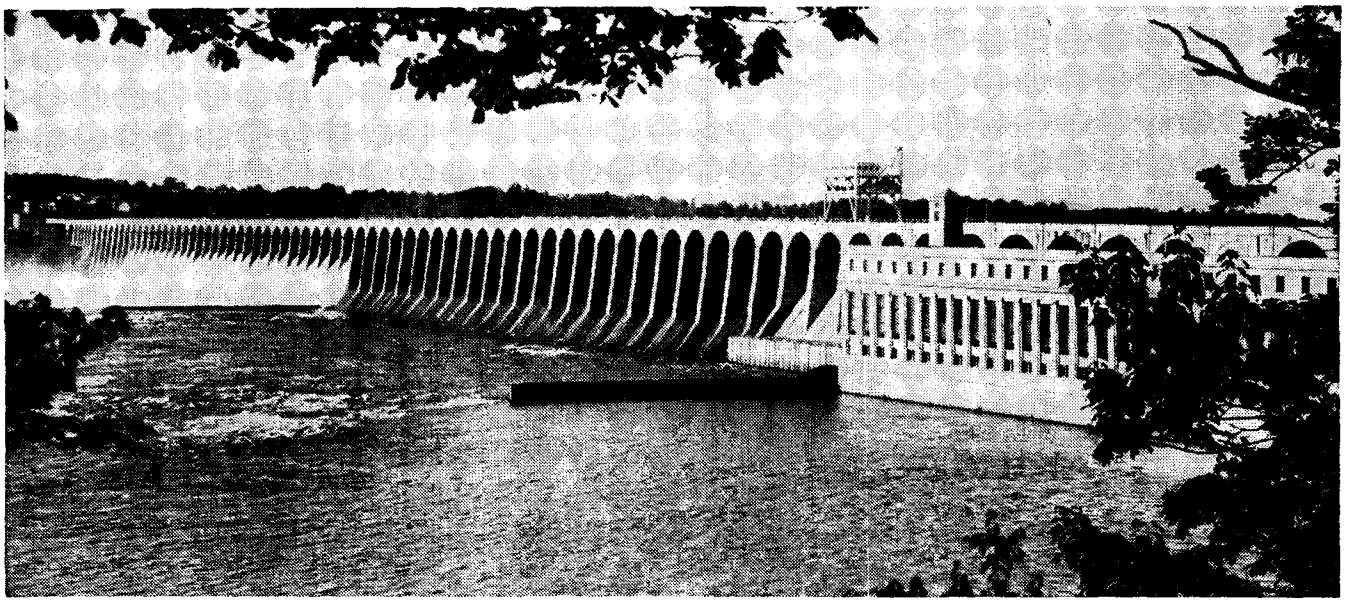
THE DEMOCRATIC FUTURE

Will the age-old democratic ideal be able to surmount all the new stresses of the Second Industrial Revolution?



—*Ewing Galloway*

Wilson Dam on the Tennessee River—". . . another high frontier in man's ability to control nature."

By ADOLF A. BERLE, JR., *lawyer, ex-Assistant Secretary of State, and author on economic and political subjects.*

MID-TWENTIETH century has offered one princely but prickly gift to its children. It not only crossed another high frontier in man's ability to control nature; it proclaimed the fact in stentorian tones.

Similar frontiers have been crossed before—as, for instance, when steam power was first applied a century and a half ago—but appreciation of the inherent possibilities and probable results came slowly. Harnessing atomic energy (though it was only to an explosion) at White Sands, New Mexico, in 1945 announced to the world the breaking of a new barrier with (literally) a big bang. Yet, in time to come, it may prove that without fanfare an even greater frontier between past and future was passed in 1954. The Association for the Advancement of Science on December 26, 1954, quietly noted that science had at last solved the problem of photosynthesis, making it possible to use the sun's energy in direct chemical production of food without necessity of intervening plant or animal life. The flash at White Sands suggested limitless destruction. The unspectacular work of the chemists at the University of California suggests limitless possibilities for sustaining more human life. A century from now it is quite possible that this, and perhaps other far less known discoveries, will prove more epoch-making than nuclear fission and fusion.

To those who believe history is governed by man's ability to tap and control new sources of power and food the mountain range just crossed spells the dawn of a new era in history. In 1909 Henry Adams's "Rule of Phase as Applied to History," indeed, forecast just such a change at about mid-century. It can be claimed as a triumphant bit of prophecy. Some, including this writer, have reservations. Quite a few new ages in history have commenced without the stimulus of sudden capture of new natural forces. The sixteenth-century Age of Discovery, for example, was conceived and achieved by men whose physical and technical equipment did not differ greatly from that available to the Phoenicians a couple of millennia earlier; nevertheless, history found new impetus in new ideas. Yet without conceding that new discoveries of sources of energy necessarily cause or are necessary to new phases in history, they obviously can and certainly do change conditions of human life, for better or for worse, as men's minds choose to use them. The factor of human choice is worth underlining. Science and technology can solve problems. Only men can state them.

FOR a country committed to "democracy," that is, to government by and for people, and aiming to foster creative individuals, the new scientific vistas open enormous areas of possibility, fraught with danger.

Life in a democracy is in final analysis the resultant of millions of individual decisions, great and small. People decide what goods and services they want and try to buy or satisfy them. Politics, business, and economics promptly seek to fill these wants—of course, at a price. And if multitudes of individuals want products which can be supplied only by vast organizations they automatically call into being either big business or big government, or perhaps both. Again, by more or less representative group action they decide whether and how cities shall be built, and how states or regions shall be organized so that life more or less as they wish it can go on. National governments take decisions in still larger fields; and nation-states are finding that they in turn must make even greater decisions, in harmony or conflict with other countries. Use of the technical tools now available in stating the problems and resolving them increas-

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ingly involve vast technical decisions. Few individuals are capable of these technical decisions, so the experts come forward. The implications and results of these mass decisions become increasingly more far-reaching, less foreseeable, less capable of being understood.

Increasingly the individual, basis of all democracy, feels himself less competent to decide as these technical considerations become an ever larger factor. A farmers' town meeting could do pretty well at deciding whether and where a local road should be built or a schoolhouse constructed. But what popular body or what laymen's vote can determine where and how atomic energy in its present form can best be used—or whether to set up a crash-program to develop facilities for manufacturing sugar and flour with the sun's rays in some desert, or what happens as secondary results of any program chosen? Scientific and technical development in any case come as a result of the determination of a sophisticated few in the first place just as harnessing atomic energy was decided by a tiny group presided over by President Roosevelt in 1942. The implications of the development we have are already too wide for easy popular comprehension. Can the democratic process of decision-making as we have known it survive this mighty intrusion of chemistry, physics, and mathematics into decision-making thus far reserved to popular government?

Well, it is easy to be frightened, and some are. Yet clear thinking suggests men will probably find their way through the next era at least as successfully as they did when previous frontiers were crossed. A square look suggests that the basic decisions can be divided into four groups.

The first and greatest group of decisions is essentially individual. They lie at the base of democracy in whatever form. In democracy they are the primary causes of national evolution. Individuals have wants. These wants spring from their spiritual orientation; the mind of any man or woman can make of his or her life a brothel or a warehouse, a palace or a temple. He or she will want the things and seek the activities that build toward that central

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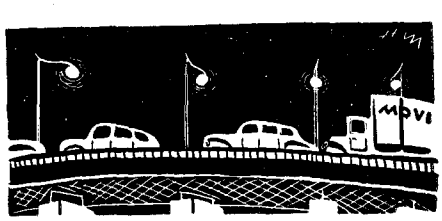

THE AMERICAN FACTORY AND AUTOMATION

A description of the new manless manufacture

By JOHN I. SNYDER, JR., *industrialist, president and chairman of the board of U. S. Industries, Inc.*

AUTOMATION is a new and popular word which has gained much currency in the past five years, but in many ways it is actually only a new word, not much more. For, as marked by such a phenomenon as an automatic factory, automation is really an old concept. Its threat and its promise have haunted economic thinking since the eighteenth century, when James Watt, in perhaps the earliest identifiable implementation of automation, learned how to use steam as a prime mover and thereby provided an opportunity to reduce man hours and labor costs.

Several automatic factories appeared even before the First Industrial Revolution. In Philadelphia in 1784 Oliver Evans, a miller, assembled three types of power conveyors into a continuous production line, and the result was the world's first continuous process flour mill. A more famous automatic operation was started in Paris in 1801, when J. M. Jacquard produced an automatic loom controlled (believe it or not) by punched paper cards very much like those used in business offices today. Soon 11,000 of Jacquard's looms were operating in France alone.

Thus, it is easy to see that automation really describes a process that began long ago. There is very little in our modern industrial process that has sprung full blown into a bright, brave new world. Just as man himself is an evolving creature, so too are institutions, and so too has this aspect of the industrial process evolved.

As automation has evolved it has received a lot of attention. Automatic factories appeared often in the writings of H. G. Wells; they even appeared in movies—witness Charlie Chaplin's "Modern Times." Until recent years the Genius of Dearborn probably held the honor of giving greater publicity to the idea of automation in 1913, when he was producing Model T's in volume, than any other single person or company.

Today, however, automation is receiving greater attention than ever before, and there is a good reason for this. In one area we have advanced hugely since—and largely as a result of—World War II. Actually, this advance has been part of the overall process of automation's evolution, but it has been dramatic enough to bring automation again into the first rank of industrial thinking.

This singular advance has been in control equipment, which has benefited greatly from the wartime achievements in electronics and communications research. During the war unbelievably efficient gun-arming and control mechanisms were developed for the military. On wartime assembly lines the continuous-flow concept achieved a new degree of perfection and made the production of vital goods like rubber, petroleum, chemicals, and atomic materials entirely automatic. Scientists ran the huge Oak Ridge installation from a central control room linked to some ten miles of instrument panels with only twenty human operators to the mile.

ALL this had its postwar effect, although some of its connotations have been lost. Today what most people mean by automation is the control of flow in a manufacturing process. Of course, this is an omnibus term, and it suggests many concepts not contained in the words themselves. In brief, a truly automatic plant, operating under the continuous-flow process, would mechanically receive and unload raw material, mechanically convey it through all the processes of mechanized manufacture, package it and deliver it to some means of transport at the factory gate. Perhaps the best example of this today is an oil refinery, which takes crude oil from pipe line, barge, or tank car, flows it through the plant (the flow being directed by pre-set controls adjusted for the desired end product), maintains the proper operating conditions within the plant during the process, and delivers one or more products to pipe lines, barge, tank car, or other receptacle at the discharge end of the plant. All of this

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is accomplished with a relatively small outlay of direct labor cost.

The full connotations of automation, however, extend far beyond the mere transfer of semi-finished goods from point to point in a plant, and even beyond the handling of such goods in particular machines. If we remember that pre-set controls direct the refinery flow, then it is easy to see that automation also connotes continuous gauging, or the measurement of thickness, weight, quality, finish, or whatever at each step of the production process; and it is essentially control equipment, too. Both the gauging and the control jobs can be done by a multiplicity of new processes now available, such as isotopic measurement, the application of spectrographic equipment to gauging, the use of X-ray inspection equipment, weighing, either mechanically or electronically, and so on.

These connotations become particularly impressive when we consider that many businessmen when they now speak of automation mean an increase in co-relation between all segments of the producing cycle. The ideal automatic automobile factory, for example, would be one which received steel, fabrics, non-ferrous metals, and plastics in various shapes and forms, worked the materials, and dumped a finished automobile off at the end of the line—the whole process being pre-set as to body size and style, color, accessories, etc., and supervised only by control experts attending the needs of the control mechanisms and the actual operating machinery. This, admittedly, is still a dream picture.

But many industries are coming closer and closer to it—even if not in such an integrated way as this ideal would suggest. At least in some industries automation as we have defined it here is already an earmark of one or more *parts* of the plant process, whether the end product is a cylinder block, a vitamin capsule, or a 155-millimeter shell.

THUS outside of the oil industry there are relatively few completely automatic factories now in operation, but a number of companies have automatized sections of their plants. General Motors' radiator cap department, for example, is outfitted with machinery that puts together stampings, rivets, screws, gaskets, and springs into finished radiator caps capable of passing automatic inspection. General Electric produces a chassis with a stamped circuit upon which, without turnover, are assembled other circuit components feeding automatically from the top of the assembled machinery.

Our own company, U.S. Industries, Inc., operates perhaps the only fully automatic factory now producing. It is a Government-owned, 155-mm shell plant in Rockford, Illinois. The plant was designed for very high production, using 20 per cent less manpower both direct and indirect than conventional plants. A very brief description of what happens might be of interest. Twelve-feet-long, round-cornered square bar stock is unloaded from freight cars by lift trucks and placed directly on automatic conveyors which take the stock to cut-off saws where it is cut to billet size. Beginning with the feeding of the original bar stock into the conveyors, material is not thereafter handled by hand. From the cut-off saws it moves into the forge shop rotary furnaces where the billets are heated to 2,220°. Gauges during the soaking process determine when the steel has reached the proper state of fluidity, whereupon the billet is automatically discharged from the furnace and run through a descaler. After electronic devices have inspected the surface of the billet for cleanliness it is discharged to enter a roll-type forging operation, passing through three basic machines, each with multiple indexing spindles, where a large number of draws are made in each machine. Upon reaching the proper wall thickness the semi-shaped shell is discharged to a grit blasting apparatus where another electronic inspection is made and then is sent to the centering and cut-off equipment, thence through a roughing operation, a nosing operation, another heat-treating cycle, another cleaning operation, and then to

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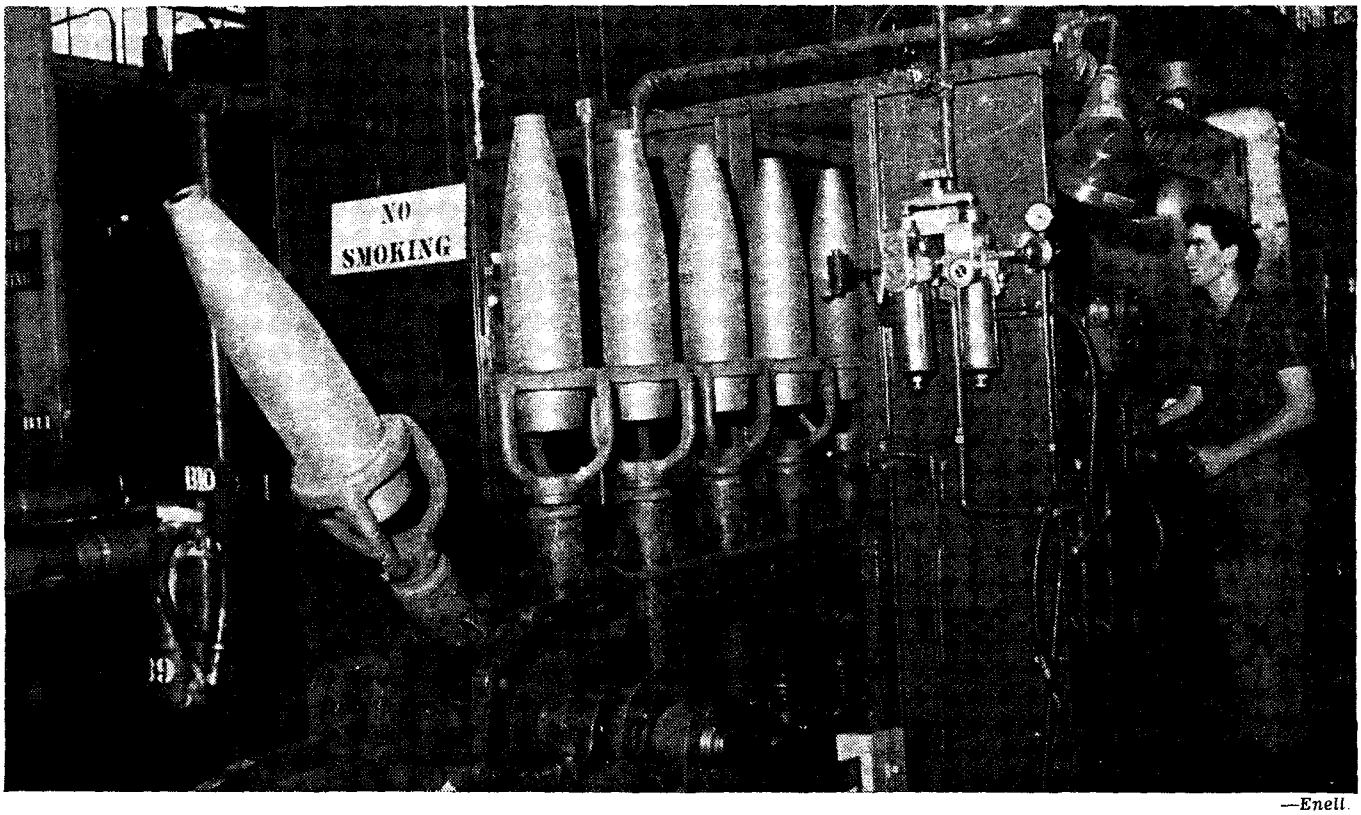

—*Enell.*

Spraying paint on shells at U.S. Industries, Inc.—"automation's threat and promise have haunted economic thinking since 1700."

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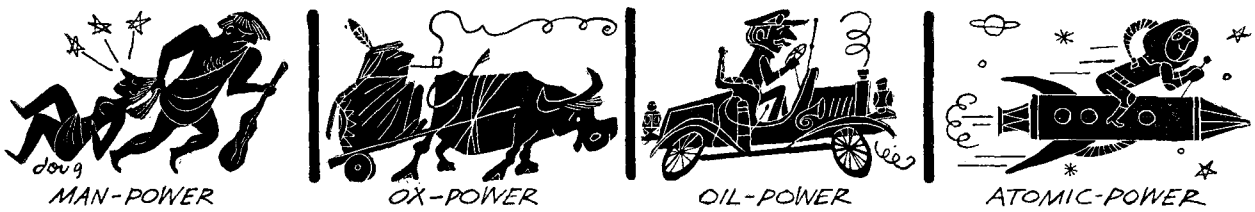
THE REVOLUTIONS OF POWER



What the new techniques can mean to the hungry and hopeless of the world

By E. V. MURPHREE, *petroleum chemist and executive, president of the Standard Oil Development Corp.*

ANYTHING appears possible now—and nothing surprising any more—with the atom under man's control. We are no longer startled by any predictions, no matter how Buck Rogerian they may once have seemed, after so many vicarious excursions into scientific space.

If one says to a friend, "I hear we're going to use the atom soon to adjust the world's climates just the way we want them," the frequent reaction is a shrug or some other indication of only mild interest in this intriguing possibility.

Perhaps the reason for this apparently widespread attitude is the realization that much of the fantasy is underwritten by some fact and that, therefore, at least some of the atom's sensational potentialities will indeed come to pass. The atom has already advanced some aspects of medical knowledge by a quarter of a century. It has already gone to work in agriculture, and new methods of stimulating plant growth are in the offing. And atomic radiation is on the verge of helping to produce new and valuable oil and chemical goods.

On the other hand, there are other facts showing that the atom has a number of specific and significant limitations. No one has yet even visualized how the atom's power can be used for automobiles, trucks, and buses! Also, it is doubtful that the atom will be applied to civilian air transportation.

The most promising peaceful application of atomic energy at the present time is for the production of electric power. But according to the best-known estimates it will be 1975 or later before as much as one-tenth of America's electricity will come from atomic plants. This is a rather undramatic prospect when compared with that matter of controlling the world's climates . . . or regulating the oceans' currents (and thus multiplying the globe's food supply by creating ideal rainfall conditions).

The point which perhaps many of us do not appreciate is that the atom represents simply one of a number of means of supplying the future energy requirements of the world.

The industrial scientist defines atom power as "a significant new source of energy." The new source was opened up, he recalls, when the operation of an atomic pile in Chicago on December 2, 1942, gave the first demonstration of a self-sustaining nuclear chain reaction. From the fissioning of one pound of a particular form of uranium in an atomic reactor energy roughly equivalent to that of 1,300 tons of coal, or of 6,000 barrels of fuel oil, can be obtained. Before this demonstration of the feasibility of producing energy through atomic fission the main sources of concentrated energy available to man were the fossil fuels such as coal, oil, and natural gas, with the somewhat more distant possibility of more effectively utilizing the energy of the sun.

Industrial scientists view the atom's vital role in this sort of framework. They realize that the availability of energy has been the greatest materialistic factor in the advance of civilization, and that as our civilization advances our energy needs increase. By 1975, for example, total consumption of energy in the United States is expected to increase by more than 60 per cent. The increase in use of electric energy is expected to expand at an even more spectacular rate, rising in 1975 by about threefold.

In the near past man has relied mainly on coal, oil, and natural gas to meet his energy needs, and the availability of these materials has expanded with man's requirements. These fossil fuels can supply the needs of man for a long time in the future. They are not, however, uniformly distributed and considerable transportation is involved in making these fuels available where they are needed. In addition availability of the fossil fuels in certain countries has been limited due to currency problems. As we go into the future the cost of fossil fuels will in general increase because the natural trend is to use up first those deposits which can be produced at lowest cost and leave the less desirable deposits for later exploitation.

Uranium is widely scattered over the earth's surface. The occurrence of rich deposits of uranium is somewhat infrequent although there are many deposits which are of adequate richness to warrant their recovery at a price which seems entirely feasible from the standpoint of utilization for energy. Based on such supplies it has been estimated that the energy available through effective use of uranium can increase the world's potential energy resources about twenty-threefold. This tremendous increase in our energy reserves is assurance of meeting the world's energy needs for a long, long time ahead.

IN these estimates it has been assumed that all the uranium that would be produced would be effectively used for production of energy. This in turn means that the uranium must be converted to energy in a so-called "breeding" type of atomic reactor. In this type of reactor the fissionable form of uranium as it breaks down creates new fissionable material in the form of plutonium from the non-fissionable form of uranium, which is the major type occurring in nature. This plutonium thus created is itself a fuel and can convert additional non-fissionable

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uranium into plutonium. This cycle would then continue until all the uranium atoms originally present were fissioned to release energy. The breeding reaction has been demonstrated and is felt to be entirely feasible. The techniques required for carrying out the breeding reaction to produce economic power have, however, by no means been demonstrated and may be a considerable distance in the future.

The production of electric power through the atom has been shown to be entirely feasible but atomic energy, at least in this country, faces very keen competition from the fossil fuels. These fuels—coal, oil, natural gas—represent very cheap forms of energy in the U.S. (although this is true to a lesser degree in some other parts of the world). The cost of electricity in the United States at generating stations averages about 0.6-0.8¢ per kilowatt hour. About half of this small figure represents cost of the fuel —the energy source.

The methods now being considered for utilization of atomic energy for production of electricity follow much the same procedure as is used in obtaining electric energy from the fossil fuels. Heat is first liberated and this heat is converted into steam which in turn is used to drive an electric generator that produces the electricity. Roughly about one-third to one-fourth of the heat energy is converted into electric energy. The atomic-energy reactor with steam-generating facilities would therefore replace the furnace and boiler used to generate steam in the conventional plant. The savings that would come from the use of atomic energy would be the savings in fuel cost. While uranium is potentially a cheap form of energy, its cost is not negligible. In order fully to utilize the uranium chemical processing of the uranium may be required several times before it is used up. This processing adds to the fuel cost in an atomic reactor. How much it adds to fuel cost is not known and with the increasing advances from research it will certainly decrease. There is a good possibility, however, that for the reasonably near future the equivalent fuel cost for uranium may be about half that for conventional fuel, or around 0.15-0.2¢ per kilowatt hour. Thus, the fuel saving due to the use of atomic energy would be about 25 per cent of the present cost of electricity at the generating station. To the domestic consumer the figure would be only about 4 per cent because of expense of transmission beyond generating stations.

The possible saving of fuel through the use of an atomic reactor may be

(*Continued on page* 49)

MECHANICAL MICE— WITH AND WITHOUT MEN

Machines that class. clean. and calculate themselves

By JOHN LEAR, *former associate editor of* Collier's, *now writing a history of the Research Institute of America.*

THESEUS, the mechanical mouse with the electrical brain, was first brought out in scientific society in 1952. He was introduced by Dr Claude E. Shannon, of the Bell Telephone Laboratories, as a creature with a genius for imitating man.

Theseus could be set down anywhere in a labyrinthine maze he had never seen before. By repeated trial and error he would find his way to a hidden piece of electrical "cheese." If he then was put down again at any point in the labyrinth he would swiftly retrace the shortest route to the "cheese," by-passing all the dead ends and superfluous turnings that delayed his original passage.

"Amusing fellow," the scientists said. "Give him a decent share of luck, and he'll make his mark in twenty-five years."

The intent of that reaction was complimentary. Twenty-five years is a very short time on the calendar of science. But, it has turned out, the scientists completely misjudged the degree of Theseus's precocity.

The little robot rodent has already established himself as the figurative lion of learned societies. The wire of his whiskers, the electric switches in his brain, the bar magnet that serves as his backbone, and the wheels on which he travels have become a collective symbol of the machine's ability to duplicate reiterative processes man has employed for generations.

Automation, the push-button civilization Theseus represents, no longer can be edged aside as the monster-child of the next generation. Automation is taking us over, at this very moment. The decade now beginning will decide how great a toll of human suffering will be collected as a custodian's fee.

Those of us who have witnessed the replacement of the horse by the tractor, the cowhand by the automatic milker, the pick-and-shovel by the power-scoop, the wheelbarrow by the bulldozer, and the street-car conduc-

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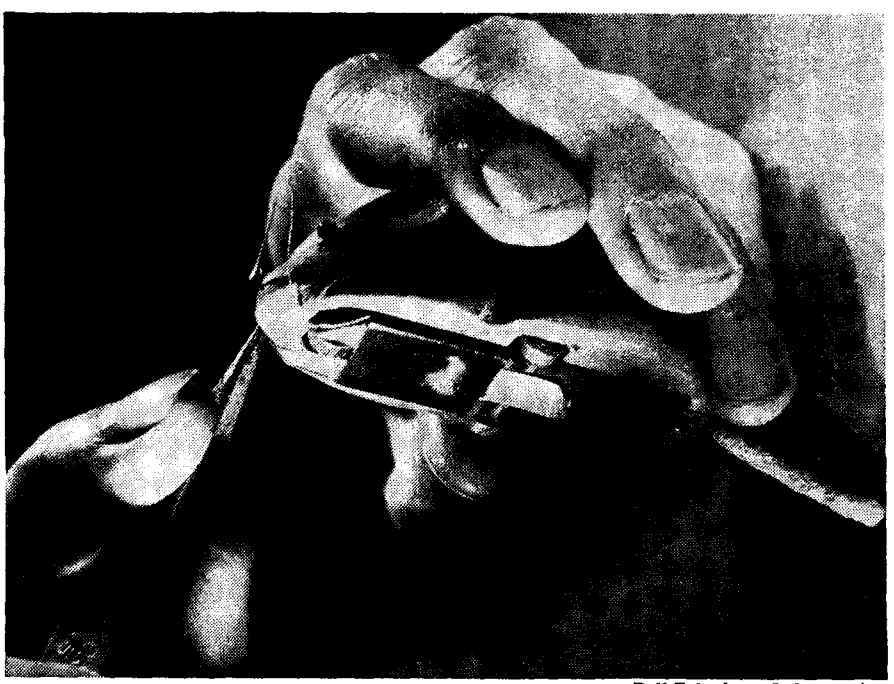

—*Bell Telephone Laboratories*

The mechanical mouse with the electrical brain—"a genius for imitating man."

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LABOR ON THE HOOK

How does the Revolution affect the workingman?

By NAT WEINBERG, *director, Research and Engineering, UAW-CIO.*

THE last UAW-CIO Convention, held in March 1953, adopted a special resolution noting the advent of the Second Industrial Revolution. After listing some of the manifestations of this revolution that had already appeared in the plants covered by contracts with the Union, the resolution declared:

> Properly used, they can advance by many years the realization in America of man's age-old dream of an economy of abundance. Improperly used, for narrow and selfish purposes, they can create a social and economic nightmare in which men walk idle and hungry—made obsolete as producers because the mechanical monsters around them cannot replace them as consumers.

Nowhere outside management circles are the consequences of the new technology complacently assumed to be inevitably good. Even a few management spokesmen are beginning to hint uneasily that something more may be needed than incantations to "natural economic forces" that "in the long run" will protect us against the horrors of mass technological unemployment.

The 1930s showed where reliance on natural economic forces can lead. The Great Depression followed a decade in which a sharp rise in productivity was offset neither by significant price decreases nor commensurate wage increases. The immediate consequence was a rapid increase in profits. The ultimate consequence has left its scars on an entire generation.

The economic and social wreckage of the Thirties came upon us as a result of a failure to adjust to gradual accretions to our stock of technological knowledge. The innovations of the preceding decade were largely specific in their application, each tending to affect a single process or a single industry. There was nothing comparable to automation in terms of general applicability.

General applicability is the feature of automation that raises the problems and possibilities connected with future technological change to a new order of magnitude. In breadth of potential application automation may be likened to a combination of Watt's steam engine and Ford's famous assembly line.

The steam engine made possible the substitution of mechanical for human and animal power in industry. It proved usable wherever the latter types of power had been used in significant quantities. The feedback principle underlying automation and the servomechanisms required to implement it make possible the substitution of mechanical or electronic control for human control. Technically (although not necessarily economically—at least not everywhere immediately) servomechanisms are usable wherever human control of industrial processes is now employed. The steam-engine analogy is challengeable only as understatement, since electronic computers serve not merely as automatic-control devices in factories but also as data-processing mechanisms in offices.

SO-CALLED "Detroit automation," the continuous automatic movement and positioning of materials in process through a linked battery of machines, represents the final flowering of the assembly-line principle. It is broader in potential application than the assembly line, however, since it is used in machining as well as in assembly.

The potential—and probable—widespread use of these two main types of automation, separately and in combination, provides ample justification for the phrase Second Industrial Revolution. But automation is only part of the story. The flow of what may be considered "routine" technological innovations—new methods, materials, and machines applicable only to specific processes or industries—has been greatly accelerated as a result of enormous increases in research expenditures by both government and industry. Harlow Curtice, president of General Motors, noted recently that "new products, new processes are coming off the drawing boards of the engineers and out of the laboratories of the scientists at an ever faster pace." Since it was mainly these "routine" changes in technology that accounted for progress in productivity during the last few generations, past notions of "normal" rates of productivity advance are now as obsolete as pre-automation automobile-engine plants.

Meanwhile atomic energy for industrial use is a rapidly approaching reality, and significant progress is being made in experimental work aimed at the use of solar power. These new sources of energy will not only affect the jobs of workers directly and indirectly engaged in the production and transmission of power (coal miners and dam builders, for ex-

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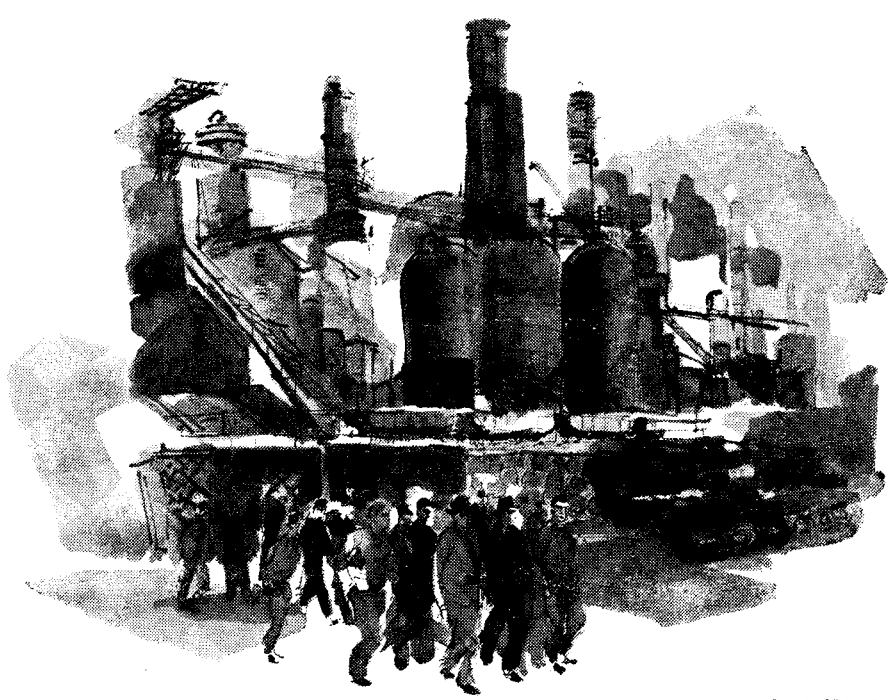

—*Tack Shigaki.*

Automation improperly used "can create a nightmare in which men walk idle and hungry."

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I. R. II: *Yes or No?*

Are businessmen on their toes?

By HENRY BUND, *of the Research Institute of America.*

THE imaginative and persuasive picture of the imminent age of atomic energy and automation painted in this issue of *The Saturday Review* must resolve whatever doubts may have lingered in the minds of even the most callous and skeptical. These twin forces—for good or for evil—are realities today, and their complete penetration of our economic and social structure is a matter of a measurable and relatively short time.

How will the transition be achieved? How broad and how deep will be the participation by American business in these developments which spell a new industrial and economic era? And how balanced or unbalanced will be the impact on our economy, earning opportunities, and social organization? For the first significant indications the Research Institute went to business itself, as represented by its Membership, composed of large companies and small, covering most fields of business endeavor. The answers obtained are both encouraging and disquieting.

Taking the broad, positive picture first, the American businessman, as represented by the more than 1,000 companies replying to the institute's survey, is acutely conscious of the presence and the impending rapid expansion of both atomic energy and automation. Roughly one-third expect to see the first atomic application in *their* industry within the next ten years, and an even higher proportion look for extensive automation in their field within the same span of time. Another third, though uncertain about the timing, also anticipates these developments. This leaves less than one-third who feel at this time that atomic energy and automation will *never* have any specific impact on their particular trades or industries.

On the positive side, too, is the fact that some 16 per cent see automation as a significant factor in their industries right now. Nearly 5 per cent are presently experimenting or actively working with atomic materials and this number will double if present plans are carried out—figures which clearly reflect the rapidly multiplying uses of atomic by-products for testing, inspection, and production. Finally, there is ample evidence that the business community is lacking in neither curiosity nor awareness. Nearly one out of every five firms has definitely assigned someone on its staff to watch significant atomic development—although such an assignment may still represent just an extra chore.

It is significant how the number of these positive responses begins to shrink as the focus becomes sharper, the questions become more specific. Despite the indicated intellectual acceptance of the reality of both atomic energy and automation, inaction and lack of planning are typical of the majority's attitude. Right now better than 90 per cent have no contact of any kind with atomic material; three out of four have no plans to work with such materials in the forseeable future. The picture on automation is essentially similar. One-third believe they will never use automation in their own companies while another third see automation being widely adopted in their field in the uncertain future if indeed it ever is so accepted. Even among those who see automation coming into extensive use in their respective industries within the next ten years three out of five see no possibility whatever of adopting the new devices within their own operations.

Even these comparisons do not tell the full story. Clearly, both atomic energy and automation, at this stage of development, require the ability and willingness to invest substantial sums of money with all of the risks and potential rewards which any large pioneering ventures involve. The institute's survey clearly brings out the very uneven, highly selective way in

(*Continued on page* 41)

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1. *When do you expect to see the first applications of atomic energy or its by-products in* your *industry?*

Now 7.8% By '64 or sooner 22.6% '65 or later 10.5% Uncertain 28.2% Never 30.9%

2. *Is anyone on your staff currently assigned to watch atomic developments?*

Yes 19.3% No 80.7%

2A. *Percentage of "Yes" answers to the above question for each size employe-group of companies:*

100 or less 12.6% 101-500 18.5% Over 500 32.4%

3. *Are you now actively experimenting or working with atomic materials?*

Yes 4.9% No 95.1%

3A. *Percentage of "Yes" answers to Question 3 for each size employe-group of companies:*

100 or less 2.4% 101-500 3.3% Over 500 10.4%

4. *Do you plan actively to experiment or work with atomic materials?*

Yes 15.5% No 84.5%

4A. *In what year? (Percentage of "Yes" answers to Question 1 only)*

Within ten years 61.3% Later 4.2% Uncertain 34.5%

5. *How soon do you expect automation to be extensive in* your *industry?*

Now 16.3% By '64 or sooner 22.9% '65 or later 8.1% Uncertain 19.1% Never 33.6%

6. *When will you use automation in* your *company?*

Now 17.6% By '64 or sooner 17.1% '65 or later 4.9% Uncertain 26.0% Never 34.4%

6A. *Percentage of "Now" answers to Question 6 for each size employe-group of companies:*

100 or less 11.6% 101-500 16.5% Over 500 28.6%

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—Leja Gorska.

BEHIND THE BOOK: The Great Lives in Brief Series, the first five of which are being published this week, is a splendid example of Alfred A. Knopf dashing to the rescue of the neglected reader—the adult with an intelligent, if unscholarly, curiosity about the men and women who make history fun. "Neglected" is Mr. Knopf's word, and its life will be recounted in brief, which is the way Mr. Knopf would probably like it. A few years back—1952, to be exact—the editors at Knopf exhaustively researched the field of biography, their aim being to determine whether authoritative biographies of 50,000 to 60,000 words were being written. Their findings were later crystallized in their boss's statement: "A large and discerning class of readers is being neglected by present-day biographers, most of whom attempt to uncover and to produce definitive works." Mr. Knopf quickly made it clear he had nothing against definitive works, had even published them himself, but he and all the other little Knopfs nevertheless felt that such neglect had to be rooted out.

In a creative huff G.L. in B. was conceived. *"Multum in parvo"* became the project's theme. Library officials, polled on the idea, liked it. Knopf editors, delighted, plucked more than 150 likely candidates out of history, a gathering that was eventually decimated. The lives of the lucky survivors were assigned to writers who knew their subjects inside out, their job being to write concisely, authoritatively, and well. Henry Ford, for example, was assigned to Roger Burlingame, a Harvard '13 A.B., who has written a whole shelf of books on American technology and mass production. With five lives coming out at one swoop (Hans Christian Andersen, Alexander Dumas, Charles Darwin, Mahatma Gandhi, in addition to Ford). Great Lives in Brief will knock off until April, when Napoleon III and Gilbert Stuart will be published. James J. Hill will be out in May, and Julius Caesar and Elizabeth I will walk down the publishing aisle together in June. —BERNARD KALB.

BUSINESS

Mr. Model T. Simple Mystery

***"Henry Ford," by Roger Burlingame** (Alfred A. Knopf. 194 pp. $2.50), is the first volume in a new series of Great Lives in Brief, short biographies of men and women whose careers were of great significance and have a wide interest. Here it is reviewed by Samuel T. Williamson, first editor of* Newsweek, *co-author of "The Road Is Yours," an account of fifty years of the automobile and its makers; at present he is editing Charles E. Sorensen's reminiscences of his forty years with Ford.*

By Samuel T. Williamson

"HISTORY," Henry Ford once said, "is more or less bunk." And so, too, is a goodly number of books about Ford. There are incense-burners like Samuel Crowther and Rose Wilder Lane. There are debunkers like Jonathan Leonard and hostiles like Keith Sward. There is disillusioned Dean Marquis and the ingrate, kick-and-tell Harry Bennett. Whatever you want to believe about Henry Ford, your preconceived notions should find comfort in one of the foregoing categories. But no portrait emerges that is a true likeness.

"We cannot forever discuss the morals or the ethics of a man who contributed such values to civilization," says Roger Burlingame. "The time must come when he will be accepted as a great historic fact; not in the rightness or wrongness of his individual acts."

With the collaboration of Frank Ernest Hill and the dredging of a squad of researchers among the 4,657 linear feet of boxed records and 17,500 pages of transcribed reminiscence in the Ford archives Allan Nevins came up last year with a two-pound, fourteen-ounce examination which brings Ford down to the year 1915 and is a greater monument than living picture. The paradox of definitive biography is that it seems easier to portray a many-sided subject than a simple one. Definers and analysts stumble over the simple man and read all sorts of complexities out of the enigma of his simplicity. Ford's basic make-up was, as he once said of his Model T, "so simple that it seems mysterious."

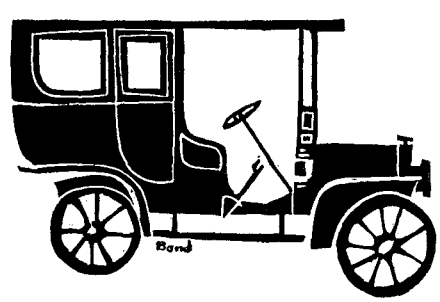
Ford was a trial-and-error tinkerer; hence his contradictions. By tinkering, by hit-and-miss, he and his associates eventually, as Mr. Burlingame eloquently puts it, "turned the rich man's toy into the plain man's utility." That brought about an industrial system which reshaped the American way of life and work and economic outlook. It was no more planned that way than could Ford and his cheap car be duplicated today.

The world which Ford did so much to change has itself changed. The folk for whom Model T was made won't buy modern versions of it lest people think they can't afford a more expensive car. Eleven years ago Ford Motor Company set up a "low-price car" division and abolished it five months later because the buying public showed no interest. Thus has mass consumption renounced that which created it.

Mr. Burlingame acknowledges the likelihood that what Ford accomplished was possible only in the precise years in which he lived. Ford shared profits by raising wages and lowering prices; now Government has the first take of profits, beginning at 52 per cent. Any wage increase introduced in the way he established the five-dollar day would cause him to be haled before the National Labor Relations Board for unfair practice because the deed was done without union consultation.

Yet, admits Mr. Burlingame, "Ford was not an inevitable product of his time. He was original and revolutionary. He never once allowed the impossibilities of the past to limit the possibilities of the future. This, above all, was what he meant when he said that history was bunk."

SO far so good. But all that Ford had to contend with were voices of



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—*Justus, in* The Minneapolis Star.

"Running Away from Home Isn't Easy."

tradition and self-appointed experts saying, "It's never been done." He wasn't further handicapped by Government and labor saying, "You shan't, you mustn't do it."

Probably no remark of his lifetime brought Ford more sneers and ridicule than his "history is bunk." Yet, as Mr. Burlingame points out, more literate men than Ford were reaching the same conclusion, and the recording of history underwent a change. The Beards began sifting the past through the sieve of economic determinism. Mr. Burlingame has treated the last century and a half in terms of utility, of inventions which relieved man from the pains of manual labor and emancipated him from slow technological progress.

"The life of Ford is still a continued study," Mr. Burlingame concludes. "Too many personal enemies and admirers are still alive to permit an objective study" of "probably the most controversial figure in American industrial history."

The Burlingame account steers clear of the mythical adulation and equally mythical debunking of Ford, and his subject emerges as the "great historic fact" which the author wished to present him. He assigns Charles Sorensen to a place of rightful eminence as a great master of mass production. The crotchety James Couzens gets more credit than is probably due him for the five-dollar day and less than he's entitled to for keeping Ford Motor Company afloat in its critical years. Harry Bennett gets justice without added derogation. The part played by William Knudsen is perhaps magnified. And there's little about the tragedy of Edsel Ford and his father's part in it. Even so, this should rate as the most satisfying, short but comprehensive, interpretative Ford biography that has appeared.

The Case for Free Trade

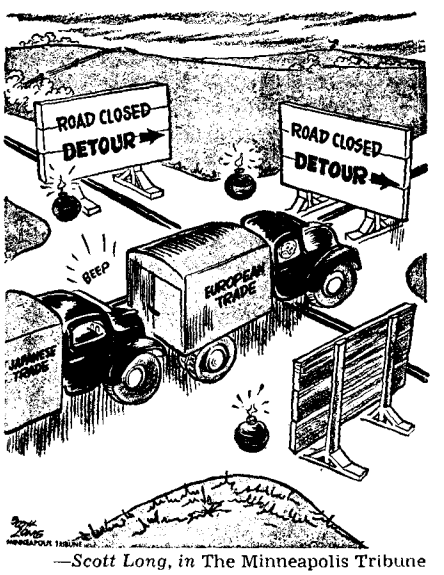
***"A Foreign Economic Policy for the United States," by Clarence B. Randall** (University of Chicago Press. 83 pp. $1.95), is a blueprint for the battle the Eisenhower Administration plans to wage on behalf of freer trade during this session of Congress.*

By William D. Patterson

THE EYES and ears of the world are always focused on Washington when a new Congress assembles, but with special anxiety this year. For 1955 will see President Eisenhower's Administration finally open its momentous political offensive on behalf of freer trade, a policy so essential to creating a viable world economy in which freedom, peace, and prosperity can survive. The stakes are no less than these, and our enemies are just as aware of them as are our friends.

A blueprint for this critical battle has just been published. It is "A Foreign Economic Policy for the United States," by Clarence B. Randall. Mr. Randall is the President's special advisor and field general in the impending campaign to persuade Congress to liberalize the laws governing our commerce with the rest of the world. These laws now reflect our tenacious tradition of protectionism, a tradition that constricts and distorts our trade with the nations who crowd our shores on this perilously shrunken globe.

Mr. Randall's book is not only as



—*Scott Long, in* The Minneapolis Tribune

"The Good Old Open Road."

succinct and cogent a statement of the case for freer trade as has appeared in many moons, but it is also an eloquent plea for responsible thinking, speaking, and action by the American people in this highly sensitive area of our national life. The author does not shy away from any of the thorny issues involved, including greater trade with the Communist world. His approach to this latter problem is typical of the realistic view of the international economic picture that characterizes his book throughout. In an absorbing discussion of the staggering burden our remorselessly mounting agricultural surpluses pose for us and our allies—we can neither sell nor give these colossal food stocks to needy friendly nations—Mr. Randall writes:

"So we are caught squarely between the Scylla of export subsidy and dumping on one hand and the Charybdis of the destruction of the market of our allies by our gifts on the other.

"Emotion and political controversy seem to block our disposal of these agricultural surpluses by direct sale to Russia or other Communist-controlled countries in exchange for gold. Yet here are markets which we might be able to enter without serious damage to our friends, the extent of which may be enormous for all we know. Their gold is a commodity which we could use to great advantage for many purposes in all parts of the free world. It is sometimes said that by taking Russian gold we somehow strengthen their economy. But the production of gold requires effort. In any country it takes a combination of capital and labor, and the effort put into the production of gold in Russia would by hypothesis be effort withdrawn from the field of heavy industry or munition making.

"But the question of what is wrong in taking Russian gold for our agricultural surpluses, as the least objectionable method of removing the sword of Damocles from the field of foreign economic policy, remains unanswered for the reason that the American people cannot talk about it without shouting. Yet some answer must be found, based upon an understanding of the whole problem and overriding consideration for the national welfare.

"The interest of the manufacturer

(*Continued on page* 53)

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The Saturday Review

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Time to Think

THE GREAT Exposition of 1900 in Paris had numberless visitors, but it is doubtful whether any one of them came back more persistently or thought more deeply about it than Henry Adams. His observations about the Exposition formed a chapter in that eternally challenging volume "The Education of Henry Adams."

Adams brought more than disciplined curiosity to the Exposition. He brought a troubled sense of history. He belonged to a tradition that inquired about the meaning and not merely the function of things. This tradition held that what men made was not as important as why they made it; and that what they did was not as important as what they thought. Adams "haunted" the Exposition to discover not what changes man had made in machines but what changes the new machines were likely to make in man. For the Great Exposition of 1900 did more than greet a new century. It set a dramatic stage for the world of the dynamo. It confronted a startled citizenry with the power of invisible rays. It held out the promise of mighty engines that could take men through the air.

Adams brought to the Exposition his great gift for purposeful brooding. There was no lamentation in his method, no empty shuffling of overblown memories by which the old is made to seem precious and the new absurd and raucous. Adams didn't try to wage war against change—not even in his later years. All he tried to do was to understand it. And understanding was not easy; for "nothing in education is so astonishing as the amount of ignorance it accumulates in the form of inert facts." But the pursuit of understanding was a worthy end in itself, even though the answers were never found.

As an historian, Henry Adams had trained himself to deal with sequence. These sequences produced assumptions, and the assumptions, he said, were "unconscious and childlike—so much so, that if any captious critic were to drag them to light, historians would probably reply with one voice that they had never supposed themselves required to know what they were talking about." But Adams thought it might be nice to know; he had written a dozen histories in the attempt to find out. From his histories came some satisfactions. He was satisfied that "the sequence of men led to nothing and that the sequence of their society no further, while the mere sequence of time was artificial." He was even beginning to fear that the sequence of thought was chaos. It was in this mood that he turned to the sequence of technology and force. The Great Exposition of 1900 was a wonderful arena for his accomplished brooding over sequence and the meaning of the new age, but it was more than he could take. He found himself lying in the Gallery of Machines, his "historical neck broken by the sudden eruption of forces totally new."

The injury was painful, but it was the kind of joyful pain that creates. Out of it no doubt came his book, the like of which has not been seen since. That book helped its readers to develop respect for the expanding frontiers of the mind. It made the attempted conquest of ideas far more exciting than the prospect of conquering mountain peaks. It made it clear that the mastery of the force that spins the big wheels would be meaningless and wicked unless man also presides over all the contact points where such force meets his values.

LITTLE more than a half-century has passed since the Great Exposition that so fascinated and troubled Henry Adams. But, compared to the half-century before 1900, we have known since then the equivalent of perhaps 1,000 years of change. We are no longer fooling with intermediate force; we are taking out after the ultimates. Our play is at the extremes—on one end, poking far into the atom to unravel the heart of matter; on the other, reaching out to command the basic energy of the universe. Old mysteries have already been subdued.

There is now scientific knowledge and experience which could within a short time be made to feed every human being on earth and supply the raw energy needed to work his machines. Only yesterday the earth seemed overcrowded with two billion souls. Today, the universe of knowledge, properly put to work, could enable this planet to support fifty or seventy-five billion souls. An age of plenty for the living is now technologically possible and feasible. The only thing lacking to bring it about is wisdom.

A present-day Henry Adams would wander among the cyclotrons and automation marvels instead of the puny dynamos of fifty years ago, aware not only of the miraculous possibilities but the monstrous threats. He would be fascinated to see the way the miracles were being manipulated and subordinated to human will, but he would brood over the highly primitive conditions of the political world society in which the miracles would have to operate. He would see the age of abundance and automation juxtaposed against an age of anarchy.

Whatever Henry Adams's reactions might be to the sleek engines that can exterminate their makers, one thing is certain. He would look around almost desperately for the evidence that we ourselves were not being machine-like in our approach to the problem of the machine. He had feared that the machine might become so successful that man, with his genius for adaptation, might seek to imitate it. And if the imitation were to be resisted, thought would be necessary.

If the language of contemplation is not altogether lost, the nation might find nothing so profitable as a period set aside for sustained thought directed to the completion of the miracles—which is to say, how to keep the servant from becoming the master. The uniqueness of man is thought. The time to demonstrate that uniqueness is now. —N. C.

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LETTERS TO THE EDITOR

MASTERFUL SUMMARY

In my opinion Reinhold Niebuhr's essay "Christ vs. Socrates" [*SR* Dec. 18] is the finest article ever printed in *The Saturday Review*—and perhaps one of the greatest ever written anywhere. It is a masterful summary of the Christian faith by a great theologian and philosopher. Set out in lucid and compact prose, its deep-thrusting, high-spurting wisdom defines the role of Christianity in the thought and belief of the West.

The above comment was occasioned by the three letters about "Christ vs. Socrates" [*SR* Jan. 8]. To begin with, C. W. Griffin says in so many words that he does not understand Niebuhr, which should be a courteous admission rather than a criticism. Richard Washburn evidently misses a main point of the essay, or he is too proud to understand the meaning of "a broken spirit and a contrite heart." J. H. Dorey apparently does not make the sharp distinction between Christianity and the Eastern religions which Niebuhr so brilliantly demonstrates, for he surely cannot suppose that Aldous Huxley is a Christian in Niebuhr's terms.

Congratulations to *SR* for making available to its readers such a tremendously effective exposition.

Harrison L. Reinke.

Southborough, Mass.

DIVINE DISCONTENT

Congratulations on the article "Peace of Mind," by Warren Weaver [*SR* Dec. 11]. Here is one reader who heartily agrees with Weaver's protest against too much "peace of mind," and the efforts of the peace-of-minders to relieve us of all stress and tension by the practice of the easy-does-it-method. Weaver, however, is not the only one whose adrenals get stimulated by the clergymen who continuously indulge in indiscriminate condemnation of tension and more than periodically use the "How to Be at Peace" gimmick. But I would point out that there are some clergymen, popular or otherwise, whose adrenals have long since been stimulated as Weaver's have, and under the same circumstance. Here is one—a Unitarian.

Norman D. Fletcher.

Montclair, N. J.

WEAVER AND PEALE

I haven't as yet read Norman Vincent Peale's "The Power of Positive Thinking," but I am familiar enough with the topic involved, as who isn't these days, that I must take some exception to Warren Weaver's criticism of the book and the idea behind it.

What particularly disturbed me was the rather ridiculous comparison between the restlessness of protoplasm and the peace of mind of man. Weaver uses the example that our single-celled ancestors did not indulge in peaceful stagnation and as a result we are here today. This he uses as an argument against an overindulgence in peace of mind by man. Perhaps he's right in that we need restless minds to solve our problems and advance our civilization, but let's find a better argument. For, whether you accept the theory of evolution or not, how can you possibly compare the purely biological process involved in the activity of protoplasm and single-celled animals with the workings of the complicated structure of the mind of man? Even the most ardent Darwinian must agree that such a facsimile is impossible.

Perhaps I'm just angry because this article has so disturbed my peace of mind that I must leave my state of thoughtless bliss and go out and purchase Dr. Peale's book, which I'm sure is thought-provoking. I'll also buy the next *Saturday Review*, which is always thought-provoking. I'm afraid Weaver in his article might have produced at least one less peaceful mind for him to be concerned about.

Elmer R. Pohl.

Fort Knox, Ky.

Through History with J. Wesley Smith

"This new calendar—how will it affect charge accounts?"

THE *UN-PEACEFUL* LIFE

Warren Weaver's "Peace of Mind" gave me quite a lift!

People who have peace of mind
Are often very dull, I find,
And those who think most pos'tively
I'd thank to think away from me.
In fact, I'm not so very sure
I even like the "mind mature."
In spite of many a frank misgiving,
My *un*-peaceful life is well worth living.

Jo Hemphill.

New York, N. Y.

REMARKABLE LIKENESS

Congratulations to you on selection of the Grand Prize-winning colorphoto as cover illustration for your January issue of *SR*. It struck me, at first glance, as a remarkable likeness of the celebrated literary workman Papa Hemingway—leaning on his stave, too tired to fly to Stockholm for the Nobel Prize . . .

The title could, appropriately, have been "Literary Workman in Tangoland."

Christopher North.

Haverford, Pa.

FIRST PRIZE ONLY

James Kelly's review of "First-Prize Stories from the O. Henry Memorial Awards" [*SR* Dec. 4] brings up a point that has bothered other reviewers. He wonders why certain distinguished short-story writers are not represented. The reason is that the book contains only stories that won first prize. Most of the authors he mentions had stories in the O. Henry anthologies, some winning second prizes. There were times when I thought some of the judges obtuse, but they had their reasons. I believe a selection of stories without reference to prizes would have been better both for the reader and for the record.

Harry Hansen.

New York, N. Y.

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FICTION

A Japanese Comes Home

"Homecoming," by Jiro Osaragi *(translated by Brewster Horwitz. Alfred A. Knopf. 303 pp. $3.75), tells of an outcast from Japan who, after wandering through Europe, returns to his native land during the postwar era. Here it is reviewed by James A. Michener, author of "The Voice of Asia" and the recent "The Floating World: The Story of Japanese Prints."*

By James A. Michener

FOR some years my friends have been chiding me because of my affection for Japanese art. Themselves unacquainted with this art, they have suspected that my judgments were enthusiastic rather than critical.

I am therefore amused these days to see how completely the Japanese movie has captured America. Superlatives are unloaded. Japanese films are bluntly called "the most beautiful ever made." All acclaim their artistry, their sensitiveness, their psychological insight. Where the greater art forms of Japan have failed to dent the American mind, these movies seem to have torn it apart.

But the Japanese film is probably the least successful of the major art forms. Compared to Japanese sculpture it lacks plastic form. Contrasted with the poetry it is verbose. Set beside the prints its color is unimaginative. And considered in conjunction with the *kabuki* theatre the film lacks power.

Jiro Osaragi—"fine, patient, poetic."

These films do, however, prove that the arts of Japan merit attention, for through them the Westerner approaches beauty in a new way. After long acquaintance with our somewhat hackneyed forms our minds are challenged by Japanese approaches.

Nowhere is the challenge greater than in the field of the novel, for Japanese novels have usually disappointed Western readers. The novels lack focus, plot, character development, and scenes of high moment. They are replete with lengthy introspection, coincidence, oblique motivation, and melodrama. In particular they seem to lack that sense of inherent design that characterizes the English or the Russian novel.

Only three have achieved much reputation outside Japan. "The Tale of Genji," written by Murasaki Shikibu sometime around the year 1000, was not only the world's first great novel but remains a masterpiece. "Hizakurige," written in batches between 1802-1822 by roistering Ikku Jippensha, is the Japanese "Pickwick Papers" and just as funny. "Kokoro," written in 1914 by elfin Soseki Natsume, is a fine introduction to the tenuous world of the Japanese novel. Each of these works is available in fine translation.

NOW we have an important postwar novel to add to the list, and upon it the American reader can test his critical judgment.

"Homecoming," by fifty-seven-year-old Jiro Osaragi (a pseudonym like the majority of Japanese art names), relates the adventures of speculative Kyogo Moriya, who has been wandering around Europe after having been kicked out of the Japanese Navy after a gambling scandal.

Early in World War II he winds up in Malaya to share Japan's initial triumphs, but a ruthless Japanese woman has him committed to jail in order to protect her own diamond-smuggling racket. This action requires four chapters. The remaining thirteen recount Kyogo's reflections after he is released from jail in 1945.

He returns to Japan and speculates upon his nation's defeat; he meets the daughter he abandoned when he fled; he watches the pompous ass his wife married after he disappeared. In time he confronts the woman who betrayed him, and upon her he visits a curious revenge.

Plot in a Japanese novel is nothing. Tenuous thought is everything: "People are saying now that it was Army pressure that made them cooperate in the war. The excuse is true, so far as it goes. But how contemptible of a human being to have to make it! They were put in motion, that's all. The wind of insanity blew, irresistibly, and they were swept along by it. But what a tragic thing it is—if they could only see themselves well enough to recognize it—that they had been made movable. But it's still aimless movement, even now as it always was. The roots still haven't grown down into the soil."

Two aspects of this poetic novel merit special attention. Most of the cultural allusions are to France. We Americans are apt to forget that in Japan most leaders of thought have inclined toward Paris since 1868, when Japan was opened to Western influences. Liberal allusions to French thought stamp an author as intellectually respectable, whereas references to American ideas would surely have made Osaragi lose face with his peers.

Furthermore, in a novel of postwar Japan one naturally wonders what the author will say about the American Occupation. Osaragi says nothing. The hero moves through occupied Japan but never sees an American. The heroine makes a killing on the black market but never comes in contact with American thieves. In the night club there are no Americans. So far as I can recall, the word American appears nowhere in the book and there is not one allusion to our presence in Japan. By an act of supreme will, Japanese intellectuals have obliterated this unpleasant memory.

"Homecoming" is a fine, patient novel, and constitutes one of the best available introductions to the contemporary Japanese mind. That Kyogo Moriya, even in despair, could refuse to acknowledge that Americans infested his beloved country is important, for it proves that in the years to come Japan will undoubtedly act upon her own historic principles rather than upon those we sought to leave with her as we departed.

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Conjugal Hate

"A Ghost at Noon," by Alberto Moravia *(translated by Angus Davidson. Farrar, Straus & Young. 247 pp. $3.50), is concerned with the marital troubles of a Roman script writer.*

By Thomas G. Bergin

ALBERTO MORAVIA has long since won for himself an international public with a ready appetite for his peculiar brand of "neo-realism" (if that is what it is), willing and even eager to follow his tortured characters through the crises that their own obsessions create for them. Perhaps because the combination of intellectual lucidity and moral myopia of the Moravian *dramatis personae* seem to symbolize the state of the twentieth century, perhaps because his descriptive passages have a candid-camera veracity, possibly simply because he tells his tale well—whatever the reason may be, Moravia may now count on his faithful, of whom the majority will no doubt remain content with the mixture as before, while a minority will study each new work carefully looking for signs of development in depth or scope.

In the case of "A Ghost at Noon" the majority will have little to complain of. The plot—very reminiscent of "Conjugal Love"—presents us with an oversensitive, introvert husband, Riccardo Molteni, devoted to his wife and keenly interested in his calling. By choice Molteni would have been a creative artist; necessity obliges him to spend his hours as a scriptwriter, working always subordinate to a director and on behalf of a producer. For reasons which are not immediately apparent an estrangement from his wife begins at the same time Molteni consents to accept contracts from the producer, a gross and vulgar character who seems to typify society's hostility toward the idealist in art.

As his involvement in his new métier becomes deeper the conjugal rift also widens. Molteni's growing uneasiness in his job and increasing perplexity at his wife's coldness are the main themes or rather the interwoven threads of *the* theme of the narrative. The husband's state of mind is somewhat illuminated for us by the nature of the scenario on which he finds himself obliged to work, for it is the old story of the "Odyssey," and the character of the wily and many-sided Ulysses, basic to the project, is variously interpreted by the director, the producer, and "our hero" (for one can describe a Moravian male as such only in quotes).

—*Sandro Wespasiani.*

Alberto Moravia—"powerful impact."

ONCE again the ambiguities of the old myth are provocatively applied to a modern situation. Through it all, however, the major preoccupation of Molteni and the reader alike is the attitude of Emilia, the wife. What has he done to deserve her hatred? Or is it what he is rather than anything he has done? Or is the woman herself at fault? Of this third possibility Molteni, whose tale is told in the first person, says little, but indications of Moravia's basic misogyny are not hard to find. As in the case of "Conjugal Love," the climax comes in a scene of picturesque intensity verging on the melodramatic, which brings resignation rather than comfort to the frustrated hero.

This is a novel of powerful impact with tragic undertones and enriched with the sharply sketched scenes and the no less sharp probings of the psyche that we have come to expect of Moravia. Yet it is not quite all one could have hoped for at this stage of the author's career. It lacks the compassion of "The Woman of Rome" and is narrower in scope than "The Conformist." Taken by itself it is good Moravia but seen in the sequence of his production it would seem to indicate the author is marking time. Moravia shows us in these pages that his tools are as sharp as ever but they have not yet been put to their best use.

War-Lost Souls

"Out Went the Candle," by Harvey Swados *(Viking Press. 374 pp. $3.95), deals with a group of young Jewish Americans, lost in the migration from the ghetto to the suburb. Here it is reviewed by Irving Howe, co-editor of the recently published "A Treasury of Yiddish Stories."*

By Irving Howe

"OUT Went the Candle" is a first novel which, despite serious faults, marks its author as one of the most interesting postwar novelists in America. Harvey Swados is serious, gifted, and individual, though if one had to relate him to the stock trends—or perhaps drifts—of contemporary fiction one might gingerly place him between two groups of younger writers: those concerned with exploring and testing what is "new" and "unique" in our postwar experience, and those who are trying to discover the inner patterns of American Jewish life as it shifts from the ghetto to the suburb.

The two plot lines of Mr. Swados's novel reflect these distinct though related themes. The first concerns a group of young people at a mediocre college during the war years as they wait to be drafted, married, and variously shocked into a sense of the terribleness of modern life. Betsy Felton, bright but radically undisciplined, hungers for those extremes of experience she feels to be characteristic of the war years yet unavailable to her because she is a female. This leads her to a series of personal catastrophes, a virtual disintegration of the self, and finally to a tentative effort at personal rehabilitation. Alongside her are a larger-than-life creature named Bunty, a terrifying apparition of untroubled amorality, and a smaller-than-life figure named Joe Burley, who is an almost equally terrifying representation of ordinary muddled decency.

In contrast to these drifters stands Herman Felton, Betsy's father, a small racketeer who quickly rises, by dint of manipulative genius, to be a big figure in the underground of wartime finance. We have met Felton before in novels about American Jewish life, though never with quite the same completeness and authority; he is the shrewd operator for whom the accumulation of wealth and power is partly a means of obliterating his sense of personal insignificance and partly a kind of vendetta against the official, polished, treacherous—be-

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cause gentile—world. In him the acquisitive impulse is transmuted into a kind of ferocious idealism, the urge to domination becomes selflessness.

Those sections that deal with Felton's rise and decline are the best in the book, for Mr. Swados has a remarkable sense of the way in which impersonal claims serve not merely to veil personal desires (*that* everyone sees), but also how they complicate, disappoint, and even destroy them. One wishes that Mr. Swados had filled in with richer detail the actual workings, the daily course of Felton's business life, for a trouble with the novel is that either Felton looms too large for the plot or the plot is too fragile to contain Felton. Nonetheless, he has the interest and massiveness of reality.

More serious is one's sense of impatience and at times irritation with the young people in the book. Mr. Swados writes of them with an amazing tenderness and patience but with too much earnestness: he has, I think, given himself up to them excessively, so that his sympathy interferes with his sense of what they really are. The more he insists that they represent a radical departure in human character, being so thoroughly deficient in belief and hope, and the more he convinces us that this is actually what they are, the more difficult it becomes to understand them.

Nonetheless, "Out Went the Candle" is one of the most intelligent and at times powerful efforts to look into what is distinctive and puzzling in recent American life, to measure the vast distance between generations torn apart by war, and to turn, modestly and without ideology, to the possibilities of human renewal. Mr. Swados writes well, though without the ease and lightness of the "natural"—there are too many sweat marks on his pages. And I think that he is too concerned with meaning and pattern, as against sheer performance. the novel as a "show."

Crickets

By Melville Cane

THE day's work is done.
The workmen have all gone home.
Light fades and fails,
And, with its passing,
The night-shift surges in.
Deep in distant meadows
They spread, urgent, unseen,
To operate their stridulous machines.
This August evening shrills with
industry,
As diligent needles ply
And weave a singing fabric on the
dark.

New Fantasy from an Old Hand

J. B. Priestley—"one of a crowd."

"The Other Place," by J. B. Priestley *(Harper. 265 pp. $3), is a collections of nine short tales of fantasy.*

By Ben Ray Redman

J. B. PRIESTLEY is a thoroughly professional writer of long standing, an old hand at fantasy, and a master of the art of playing many variations on a single theme. His professionalism, his imagination, and his versatility are all displayed in a new volume of short stories called "The Other Place"—nine tales that are described as concerned with "the extraordinary power of the supernatural in the everyday lives of all men."

For the origins of what has come to be known as fantastic fiction we should probably have to go back at least as far as the Milesian tales; but Mr. Priestley was a pioneer in what has recently become an exceedingly popular kind of reading matter, and like many another pioneer he has seen his followers go beyond him. They have proved more daring, more inventive, often more foolhardy. As a result his stories of the supernatural seem a little on the quiet side today.

We are now so used to marvels that some of his marvels seem almost ordinary. We read a story like "The Other Place" with the sense of familiarity that we enjoy when conversing with an old friend; we finish "The Grey Ones" with the knowledge that the same narrative trick has been played on us before, more than once. We have become so used to looking into the future that a story like "The Statues" fails to astonish us. "Uncle Phil on TV" amuses us, but we can rate it as no more than moderately ingenious. "Look After the Strange Girl" holds and charms us, but it resounds with echoes—not so faint—of "Berkeley Square." Mr. Strenberry's Tale" is a passable example of what we like to call science fiction, and "Night Sequence" tests the reader's powers of belief without completely satisfying his imagination.

This curt summary is not meant to be ungracious. It is no more than a recognition of the fact that in these commercial yarns Mr. Priestley has faced stiff competition from his juniors, and, despite his long experience, proved himself only one of a crowd. But there are two stories that lift this book out of the ruck. They are "Guest of Honour" and "The Leadington Incident." These stories say something meaningful, as well as relate an anecdote. They are not only examples of narrative skill, but exhibitions of social truth. When Mr. Priestley writes of the guest of honor who finds himself surrounded by dolls and sleepwalkers; when he writes of a Cabinet minister who finds himself addressing an audience composed of sleeping men and corpses, the pioneer in fantastic fiction has nothing to fear from the ingenuity of his successors. Truth, imaginatively conceived and projected, is better than ingenuity any day.

"The nations slumberingly demanded peace and moved inevitably in a trance towards war. Every argument for or against every policy appeared to be nothing but the muttering of sonambulists. What was he but the minister of a department lost in a dream? Editors who had not been awake since childhood ordered leading articles to praise or blame him. Cabinets met like the victims of some stage hypnotist. There were senior ministers, he realized now, who had been dead for years."

But let Mr. Priestley himself put the quotation into context.

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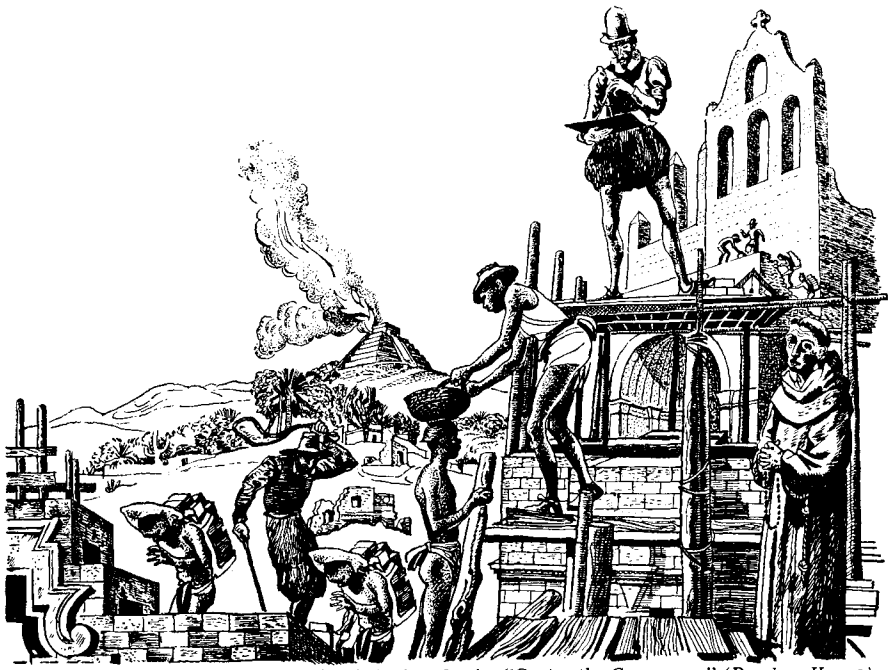

—By Feodor Rojankovsky for "Cortez the Conqueror" (Random House).

". . . fabulous and savage story . . . of conquest."

Cortez's Solace

"The Golden Princess," by Alexander Baron *(Ives Washburn. 376 pp. $3.95), is the story of Cortez's conquest of Mexico and of Marini, the native slave girl, who accorded him a personal welcome.*

By Harrison Smith

THE FABULOUS and savage story of the conquest of Montezuma's vast Mexican empire by Hernando Cortez has been told in fiction many times, but rarely by a writer who is able to convince his readers that he had adhered to historical facts and had created characters, whether native rulers or Spanish invaders, who were once flesh and blood. Alexander Baron's previous books were drawn from his own experiences in London and World War II; but even the best of them, his slight but excellent war novel, "From the City, From the Plough," gave no hint that he was capable of writing a long and factual historical romance in the grand manner, or that he could center his epic narrative on a heroine, a native slave girl, who became Cortez's mistress, without the usual mawkish and sentimental romanticism which too often lends color and the spice of sex to an otherwise unprofitable tale.

History provided Mr. Baron with a theme whose "value for him," he says, "is a study of the Hero and the conditions that go to produce him." His tragic victim, Montezuma, is also a hero, and his heroine is Malani who was soon to call herself Marini, and who today, 400 years later, "lives in the imagination of the Mexican people as Malinche, a curious blend of folk heroine and betrayer." Malini had been a princess, captured by tribesmen in a local war, a household servant in a small town on the edge of the sea. She witnessed the landing of the white gods from the winged ships and the fearful beasts they rode into battle. As a slave she had given herself to many men, and these bearded and armored soldiers were to her practical mind only men. She determined to know them and their strange language and to become the mate of their leader. How else could she escape from bondage?

SOON Marini was the interpreter for the small army now reduced by illness and wounds to four hundred Spaniards and their few native allies. She knew that Hernando Cortez lied when he told her to say that the white men had come to bring peace. She was with the Army when Vera Cruz was founded and Cortez destroyed his fleet; she marched inland with him when he defeated the Tlascalans and made them his allies. Marini entered Mexico City with the Army and was given a house and a servant not far from the palace Montezuma had yielded to Cortez. She had been Cortez's companion, his solace in time of peril, and his adviser. She gave birth to his son and surrendered him to Dona Catalina, her master's wife, when he was nine months old.

Marini, as Mr. Baron portrays her, would have been a distinguished woman in any society. If she was madly in love with Hernando Cortez as her companion and hero, she was also wise beyond her years, and she knew that when he no longer needed her advice he would dispense with her. She also knew that he could be faithless. She was deeply attached to his young secretary and companion, to whom at the end of the story she had yielded her love. When she discovered that Cortez had planned to betray him to the Inquisition she aided him to escape. "'Will you go back to Cortez?' he asked. 'To his bed, no, I never will. But to his service—if it is for God and his faith—whenever he needs me'." This is the end of "The Golden Princess," though Dona Marini married one of Cortez's captains and lived in the capital famous and wealthy until she was lost to history.

Romantic Adventure

DIRTY WORK IN NORTH AFRICA: A thriller in the classic mold is **"Three Roads to a Star"** (Putnam, $3.50). The background is topical enough, but David Garth handles it in the manner of the old school, with an elaborately contrived plot and no nonsense about introverted characters. Perhaps this is why Mr. Garth's story has a curiously soothing quality, although it zips along without a languid moment from one crisis to the next.

The focus of most of the action is the diesel-powered yacht *Tranquilla*, slipping languidly into a variety of exotic Mediterranean ports, under rather dubious circumstances. Jim Dana, a Gary Cooper type who owns the *Tranquilla*, and has leased it as a charter vessel, goes out to Casablanca to check up on his property. He finds his boat employed by a spiv named Brioni, and freighted with some curious human cargo. Nevertheless, he goes along on a winter voyage that has some unscheduled fireworks. Mr. Garth skillfully involves the cruise of the *Tranquilla* with the current disquiet in North Africa and with as baroque a collection of international sneaks as one would care to find.

—MARTIN LEVIN.

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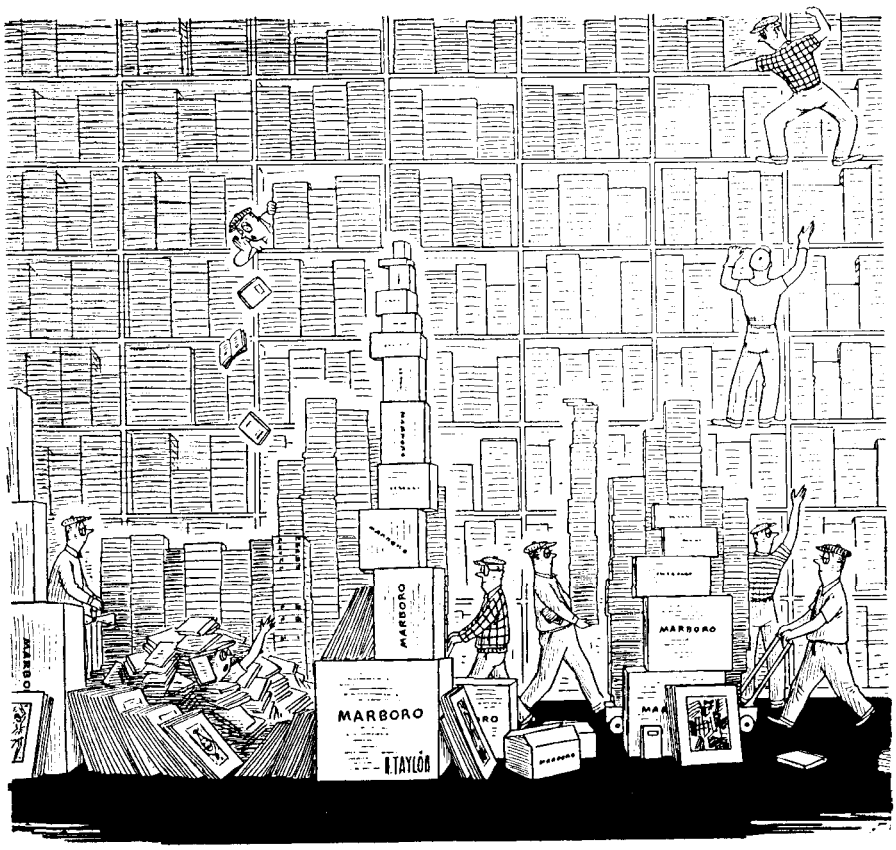

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USA: A Cousinly View

"Politics in America," by D. W. Brogan *(Harper. 467 pp. $5), the work of a gifted Scot, enables us to see ourselves as others see us. Here it is reviewed by Professor V. O. Key, Jr., of Harvard University, author of "Politics, Parties, and Pressure Groups."*

By V. O. Key, Jr.

IT IS an odd fact that some of the ablest interpretations of American politics have been the work of Britons while some of the best books about English politics have been by Americans. Although admirers of Tocqueville may reasonably dissent, Bryce's "American Commonwealth" (1888) must be put down as the first great treatise both systematic and comprehensive on American Government. From this side A. Lawrence Lowell in "The Government of England" (1908) produced a new and revealing picture of British institutions in their totality. These giants may not have had their peers but they have had a chain of successors who have sought to explain the puzzling politics of one people to another. On the whole we have had the better of the deal in this exchange of political analysts. Perhaps from a maternal curiosity about the colossus that sprung from their empire the British have sent a succession of able students to observe our politics and to report to their fellow countrymen. Of the specialists on American affairs currently practising D. W. Brogan is certainly the most celebrated, a reputation earned by a series of books and articles appearing over a couple of decades.

The British observer of American politics enjoys a technical advantage somewhat like that of a Western anthropologist studying the exotic tribes of an island of the South Seas. Customs which the natives regard as commonplace, of which they are in fact scarcely aware, command the rapt attention of the outsider. Yet he may have the greatest difficulty in comprehending what the ceremonies he sees are all about. The Britisher in America has it over the anthropologist. He observes from the vantage point of alienage but enough cultural kinship exists to enable him to capture the tune as well as the words. Mr. Brogan, a Scot and hence a bit outside both systems, may be especially well situated to explain the Americans to the English.

Mr. Brogan's book, published in England under the less-expansive title "An Introduction to American Politics," has as its purpose "simply to make the American political system intelligible." In that endeavor he chooses for treatment those facets of American Government most likely to bewilder a Britisher. He thus brings within his range most of the significant features of American political institutions. Veneration of the Constitution he finds readily explicable to a people with a royal family. Our party system he finds a bit more difficult, although he handles it well, and he inquires into race and politics, a topic perhaps of special interest to a people that has had some trouble with the Irish. The interweaving of politics and morals—in prohibition, in censorship, in the penalization of prostitution and gambling—is explained as well as that sort of thing can be explained. He makes clear the rationale of the national nominating convention, a spectacle that invariably astonishes foreigners. He dwells at considerable length on the President, the House, the Senate, and their relationships. An understanding emerges of the strengths as well as the weaknesses of our arrangement by which the President need not have a legislative majority in his support, a practice which most of Mr. Brogan's countrymen regard as weird if not incomprehensible. A lucid exposition of the role of our courts on constitutional questions closes the analysis. Mr. Brogan dealt with many of the same problems in his "Government of the People" (1933), but the United States, as well as Mr. Brogan, has changed since 1933.

MOST of the argument of the book will be familiar to those whose memories of Political Science 1 are fresh. In truth, as was appropriate to his purpose, Mr. Brogan has dealt with many of the questions covered by the conventional college survey of American Government. Yet this is no piece of textbook hackwork. It reflects a most thorough screening of the relevant American printed materials. The works of the scholars and statesmen provide grist as do such authorities as Alfred Kinsey and Polly Adler, who are quoted, and relevantly.

Mr. Brogan's first-hand observations, which cover more than twenty years, supplement the written sources on almost every page. All these materials are put together with a mature insight as well as with a literary skill uncommon even among Cambridge dons. Throughout, the exposition gains clarity from an explicitness born of the perceptiveness of an external observer and of his sensitivity to the special needs of his audience at home. Such qualities will incidentally make the book useful as a text in American college courses labeled Political Science 1 as well as to a wider American audience.

"I still maintain that the majority of people are below the average!"

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The Curmudgeon Goes to War

"The Secret Diary of Harold L. Ickes: Vol. III, The Lowering Clouds," by Harold L. Ickes *(Simon & Schuster. 695 pp. $6), is nearly a tape-recording of the Secretary of the Interior's conversations and thoughts between 1939 and 1941. Here it is reviewed by William O. Douglas, associate justice of the U. S. Supreme Court, who figures in Mr. Ickes's pages as a very adept poker player.*

By William O. Douglas

THE THIRD volume of the salty diary of the late Harold L. Ickes, titled by its publisher "The Lowering Clouds," covers the twenty-six months from September 16, 1939, to December 14, 1941. The entries cover all the headlines of the period. There are the accounts of warrings with other Cabinet officers, the politics behind the 1940 Democratic Convention, the Roosevelt-Willkie campaign, society gossip, and uncensored comments by this curmudgeon of the characters who cross the stage—or his own path.

"The President makes a perfectly terrible dry Martini" is Ickes's way of saying he does not like a ration of five to one.

Ickes's devotion to Roosevelt often led him to make extravagant charges against the opposition. "The more I think of it the greater danger I see in the possible election of Willkie. I know that if he is elected he will represent the appeasers. I know that he will give us a dose of fascism."

Ickes had a low opinion of Harry Hopkins but at a Cabinet meeting "spoke to him in a normal and natural manner." "I haven't changed my opinion of him at all, but you can't sit next to a man at a table and act as if he were nonexistent." He disliked Henry Wallace and worked against him for the Vice Presidential nomination in 1940. Jim Farley told Ickes "he would listen with interest to my speeches during the campaign lauding Wallace."

Ickes wanted Forestry transferred from Agriculture to Interior. That was a crusade lasting over the years and never successful. "When the President has been able to transfer Forestry to Interior he hasn't done it. When he is not able to do so he offers it to me."

"I can understand why the President would hesitate to be for me" for Vice President, "but what I cannot understand is why he should have been for Henry Wallace."

At a Gridiron Dinner Donald Duck took the part of Ickes and after answering many questions was asked, "What do you think of Secretary Ickes?" "Whereupon Donald Duck, crowing like a rooster, strutted and patted himself on the chest and indicated by sound and action that evidently he thought that Secretary Ickes was the greatest man in the world. Of course, this was really offensive, although I think I succeeded in dissimulating my feelings about it."

Ickes did not rate Governor Dewey very high. "To me he is a political streetwalker."

He put in all the chit-chat at Cabinet meetings. The President had referred to public-health measures in Russia. "Prostitutes are sent to Siberia if they persist in their trade after a warning. I asked the President what they did in Siberia and the only answer I got was a laugh."

Ickes criticizes meals served at the White House; he is sensitive to slights; he relishes rumors concerning the advancement of the causes he sponsors; he works through emissaries to get messages delivered at the right time, at the right place, to the right person.

Every occupant of the White House has his "palace guard" who whittle and snipe at their competitors, each anxious for the ear and favor of the Boss. Ickes gives behind-the-scene accounts of these minor campaigns.

ICKES makes numerous entries about the workings of his own Department of the Interior. But one who knows Washington will be surprised that Ickes's own Cabinet post takes second place in these chronicles. He is more concerned with the "good" and the "evil" men who are getting to the President; the dark development of international affairs; conversations with diplomats from Europe and Russia and the news, views, and propaganda they whisper in the circles Ickes traveled. Ickes also writes more of politics than of Interior's policies:

(Continued on page 56)

Your Literary I. Q.

Conducted by John T. Winterich

BEASTLY BEHAVIOR

Margaret M. Valentine and Jean W. Creighton of Hamburg, New York, have assembled a zoo whose occupants do the darnedest things. They ask you to name the works in which these animals performed and to name the authors, too. Twelve correct answers of the twenty desired will just get you out of the doghouse, from thirteen to sixteen will destroy the doghouse, and seventeen or better will be just ducky. Answers on page 57.

1. This elephant fell madly in love with the country doctor who tended her, only to fall rapidly out of love when the doctor dosed her with an explosive pill.
2. This pig was once a much abused, ill-treated human baby.
3. This panther bought the life of a baby boy for one fat bull.
4. This bear turned from dipsomania to self-righteous abstention, both of which states distressed his wife and frightened his children.
5. This mouse came as rather a surprise to his human parents.
6. This three-headed dog allowed only one-way passage into the domain of his guardianship.
7. After finishing his spring cleaning, this mole went for a ride with a rat in a blue and white boat.
8. In order to steal a piece of cheese from a raven's mouth, this fox, by outrageous flattery, persuaded the raven to sing the Jewel Song from "Faust".
9. This horse wept bitterly at witnessing a battle to the death between father and son.
10. Much confusion and speculation arose from this Great Dane's delusion that he was really a dachshund.

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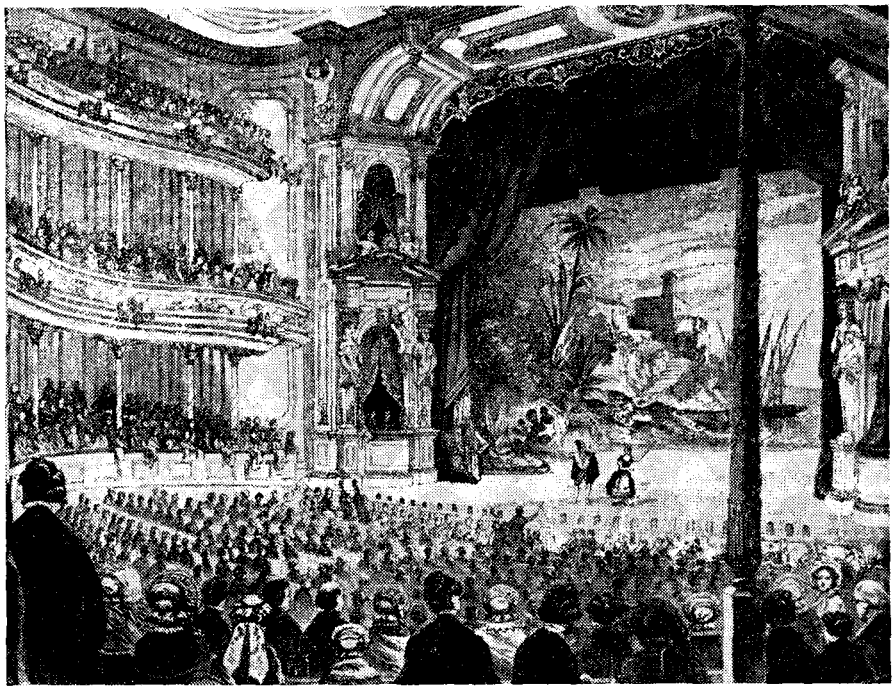

—From "The Lady of Fashion."

Niblo's Theatre, New York (1855)—"a ladylike success story."

Respectability in Lights

"The Lady of Fashion: The Life and the Theatre of Anna Cora Mowatt," by Eric Wollencott Barnes *(Charles Scribner's Sons. 402 pp. $4.75), is a biography of a nineteenth-century American lady who did much to make the stage "respectable." Helen Beal Woodward, who reviews it here, is author of "The Bold Women."*

By Helen Beal Woodward

THE biographer whose raw materials are drawn primarily from theatrical memoirs is in somewhat the position of a housewife trying to put a halibut through a meat grinder. The stuff is slippery, it evades dissection, and it has a fishy smell.

The halibut, however, in the hands of a good cook can wind up as a tasty casserole, and the garrulous anecdotes of ancient actors and retired press agents, taken with salt and treated with scholarship and insight, can result in an expert biography like Eric Wollencott Barnes's life of the nineteenth-century author-actress Anna Cora Mowatt, "The Lady of Fashion."

"There was a small pat of fresh butter, a box of fine rice powder, an envelope containing powdered Chinese vermilion, a steel knitting-needle, a candle, a packet of wax matches, half a dozen corks, and a rabbit's foot." So begins the charming passage about Mrs. Mowatt's first encounter with stage make-up. Dr. Barnes has constructed it from such unpromising sources as an old undated "Amateur's Guide to the Stage" and an 1870 reminiscence called "Before the Footlights and Behind the Scenes," by Olive Logan.

Similarly he has used the rambling literature of nineteenth-century spiritualism to put together a meager but fascinating story of early hypnotic therapy. Dangerously ill, apparently of tuberculosis, Anna Cora Mowatt had exhausted the resources of orthodox medicine when in 1842 she put herself in the hands of a mesmeric healer. She turned out to be an ideal subject. Not only did her health improve, but she developed a new personality with clairvoyant powers. In her normal state she was sweet and modest to a fault. Under hypnosis she became a mocking intellectual snob who called herself "the gypsy" and who christened the conscious Anna Cora "the simpleton." Since the testimony of witnesses long dead obviously cannot be examined in detail Dr. Barnes's account of Mrs. Mowatt's experiment in schizophrenia is necessarily cautious, but it adds an otherworldly ingredient to what is in most respects a ladylike success story.

The fact that the beautiful and gifted Mrs. Mowatt was so terribly ladylike and well-bred, "from the best and oldest New York society," was largely responsible, Dr. Barnes believes, for making the American theatre respectable. One may question whether her influence was so great as all that—after all, the whole trend of American life in the 1850s was toward the secular and away from ecclesiastic taboos—but there is no doubt that "with Mrs. Mowatt on the other side of the footlights a great many people felt really safe in the theatre for the first time."

Certainly her career was extraordinary. Dr. Barnes calls it flatly "the most remarkable career the American stage has ever known." Self-taught, she stirred audiences to hysteria as the first U.S. lady elocutionist, in 1841. Her play, "Fashion," was the first important American comedy and the first native satire. As the London *Times* remarked, Mrs. Trollope would have been tarred and feathered for uttering the criticisms that brought fame and glory to Mrs. Mowatt. Dr. Barnes, who has previously written of Henry James, points out that "Fashion" is a comedy of manners, comparing French and American society—a variation on the international theme which James was to make his own.

In 1845 Mrs. Mowatt made her professional debut. She walked on stage a star, and a star she remained until her retirement eight years later; in spite of which she was an instinctive democrat who pioneered in the movement toward abolishing the star system. In 1848-1849 she was the talk of London. Among American actresses only Charlotte Cushman achieved a comparable international success. A devout Swedenborgian, Mrs. Mowatt moved through the world of the theatre untouched by scandal even when her producer hanged himself with her silk scarf, and her picture in a locket next to his heart.

Smoothly, often wittily, and without pedantry, Dr. Barnes has re-created this life of varied accomplishment. If his enjoyable biography misses the excitement of a "Lélia" it is surely because of the subject. Dr. Barnes finds her wholly admirable: Anna Cora Mowatt had "genius . . . boundless courage, an uncompromising moral sense, and—superlatively—what the modern world called glamour." If she had any weaknesses they don't show. Unfortunately, virtue does not always make for vivid biography. It might have increased Anna Cora's chances of survival if in her conscious state she had been a little less "the simpleton" and more "the gypsy."

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Critic's Credo

"The Dramatic Event," by Eric Bentley *(Horizon Press. 278 pp. $3.50), is a collection of essays on the contemporary American theatre by an always provocative critic. Alan Schneider, who reviews it below, directed the Broadway productions of "Anastasia," "The Remarkable Mr. Pennypacker," and "All Summer Long."*

By Alan Schneider

NOT ALL drama critics, thank heaven, think in black-and-white and write in Technicolor. Some of them, especially on the weeklies, are not so much concerned with rendering verdicts as with charging the jury. A few write not so much to be heeded as to be understood.

Somewhere among these more cosmic "gentlemen of the stress" must certainly be included Eric Bentley. Essayist, drama professor at Columbia, play director at home and abroad, and currently critic of *The New Republic*, he has relinquished his one-time position as *enfant terrible* of drama oracles to stand midway between the morning newspaper and *The Kenyon Review*. Since his overly dogmatic and esoteric "Playwright as Thinker" almost ten years ago Mr. Bentley has not ceased to probe or irritate; but he has been fashioning finer pearls. The plays from his "Modern Repertoire" may not all be producible, even off-Broadway, yet they introduce us to the idea of a theatre not bound to standard titles. His unorthodox Odyssey "In Search of Theatre" may have been alternately naive and arrogant; it remains a valuable study of postwar European theatre activity. In the pages of *The New Republic* Eric Bentley has for the past two years served as successor to Stark Young and Harold Clurman. One may agree or disagree with his dramatic opinions; one cannot ignore them. One may occasionally resist his slightly superior tone or chafe at his dismissal of a favorite; one cannot deny his awareness and his incisiveness. One may question some of his rarified values—but not his value.

Eric Bentley—"searching, incisive."

"The Dramatic Event" is a record, more or less complete, of Bentley's observations (and reservations) as a working critic in New York. Most of its fifty-odd chapters are reprinted from *The New Republic*'s columns; a few of a more general nature are taken from other journals; one essay —"The American Drama (1944-1954)"—was originally delivered as a lecture at the Library of Congress. In addition, there are comments on theatre books, some theatrically significant films ("Julius Caesar," "The Beggar's Opera"), and some excursions away from Broadway. Together they seem most specifically to give substance to the theme of his last chapter: "Is the Drama an Extinct Species?" The answer is neither Yes nor No. But he has some pertinent things to say along with his Maybe, including what would happen to Shakespeare if he came along today:

> Either "Titus" would never get produced at all; or it would be a flop and drive the Bard to drink, teaching, and TV; or it would be a hit, and the poet would spend an anxious lifetime writing twenty more "Tituses."

But the playwright's problems, while primary, are not the only ones discussed in intimate psychological and sociological detail. There are also actors in the modern theatre; actors, natural and artificial, acting and reading, old style and new style, American style and European style. There are actors who have to deal with directors, and directors who have to deal with actors. (Not to mention playwrights who have to deal with directors, and vice versa.) Mr. Bentley has picked up a great many of Broadway's inner secrets in his two years on the street.

There are also scene designers who have exchanged the rigidity of Ibsen's box set for the equal rigidity of Tennessee Williams's combined exterior-interiors. There are audiences, with their peculiar habits and prejudices and daydreams. And there are critics. Mr. Bentley, it seems to me, is a bit too preoccupied with the care and feeding of the latter. Perhaps he has not yet grown completely comfortable in his seat on the aisle, or with the art of influencing people while not making too many enemies.

"The Dramatic Event" does not read like last week's old reviews. Actually it does not even read like a collection of reviews so much as a group of essays, searching and well written, each one of which is based on a specific performance or production or idea but which does not hesitate to move far afield, sometimes in all directions. The antics of Katharine Hepburn in "The Millionairess" offer an excuse for a treatise on acting. Shirley Booth's sex appeal and American democratic ideas somehow get intertwined. "Ondine" resembles "The Confidential Clerk," and Geraldine Page is like Jo van Fleet. Comparisons and paradoxes abound.

Mr. Bentley has not quite managed to keep the European names entirely out. There are still Brecht and O'Casey and Barrault and Yeats and, of course, Shaw. But most of the references remain as American as Julie Harris and Marlon Brando.

This is not a book one reads all at once. But it is a book one can read more than once. And think about.

Actor's Account

LAUGHTON'S LIFE: Up to now Kurt Singer has been known as an expert on spies and the biographer of such wartime figures as Pastor Niemoller and Herman Goering. But he went to a performance of readings by Charles Laughton and came away thinking, "Someone should write a book about that man."

So he did, and the result is **"The Laughton Story"** (John C. Winston, $3.95). On several counts it is a strange book. For one thing, Mr. Singer has not changed the bated-breath, one-sentence-paragraph style he used for writing about spies. For another, he has adopted from fan magazines the I-was-there technique, so that every time anything happens to Laughton his reactions of the moment are specifically set down. Beginning with the actor's birth in 1899, the book brings him through stage, screen, and solo-performance triumphs, leaving him on the threshold of a new career as director-producer. It could be a lively story, but as done here it seems you've read it all before —that Mr. Singer has merely assembled the clips and written from them. This suspicion is increased by the fact that nowhere is there a word of blessing from Laughton himself, only a reprint of an article by him from *The Atlantic Monthly*. Altogether the style and approach to "The Laughton Story" would be better suited to the tribulations of Marilyn Monroe than to a usually distinguished performer like Laughton.—ALLEN CHURCHILL.

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New Energy for a New Age

Continued from page 14

is where maximum technical knowledge is now concentrated, and where maximum experimentation and improvement can be pushed forward.

Around the world we find two kinds of power-hungry places: (1.) Where power is now in widespread use, but costs are high, and likely to go higher. (2.) Where power is meager or absent and people are in want for lack of it.

Britain, France, Belgium, Italy, Sweden, Japan are high-energy societies, and already have fuel troubles. Atomic power will look very attractive when costs come into competitive range.

The U.S. could use reactors profitably in Alaska, and at its base in Thule, Greenland. India, Pakistan, Southeast Asia, large areas in Africa, the interior of Brazil could use them. So could China, Tibet, Siberia, Iceland. Puerto Rico, with no natural fuels at all, not even wood, and trying gallantly to industrialize via "Operation Bootstrap," might make an ideal demonstration area for atomic power.

The builder of the atomic submarine *Nautilus*, John Jay Hopkins, calls for the financing of reactors in power-hungry places all over the world. The American Government and private enterprise, he says, should work together, in partnership with friendly foreign Governments. He sees all Asia "leapfrogging conventional fuel systems," and giving a mighty push to living standards—"Africa, Free Europe, and Latin America would be propelled into the twenty-first century." Presumably the Russians will be propelling themselves into the twenty-first century via their own atomic research, aided perhaps by President Eisenhower's atoms-for-peace plan in the United Nations.

Dr. M. J. Kelley, president of Bell Laboratories, told an audience late in 1954: "Only a few years ago the more conservative experts were predicting intervals as long as thirty years for atomic power to come; today the experts speak of ten years. The more optimistic speak of five to ten." The British are hoping their Cumberland reactor will be producing electricity in commercial quantities by 1956; the U.S. plant at Shippingport, Pennsylvania, may be operating by 1957 and furnishing enough power for a city of 100,000.

The fact that the U.S. generally is not now a power-hungry area is an additional argument for the rapid spread of reactors elsewhere, to *compensate for lower living standards.* Our coal, oil, and water power have put us too far out in front, giving a lop-sided twist to the planet's economy. With only 6 per cent of the world's population, we produce almost 50 per cent of the world's energy and industrial output—which makes no sense for the long pull. We extract as much oil, and produce almost as much steel, as the rest of the world combined. This emphasizes the desperate poverty of millions of Asians and Africans. It tends to make Americans too cocky and their neighbors too envious, and skew not only the economy, but human relations.

BALANCE SHEET OF THE ATOM

Any balance sheet of the atom begins with a colossal liability—the potential end of civilization altogether. It is offset, however, by an almost equally colossal asset—the potential end of war. Atomic energy threatens on the one hand to terminate an interesting biological experiment among the anthropoids; on the other, as long as the trigger is not pressed, it can frighten nations into keeping the peace—at least beyond little "brush fire" wars. A curious and unstable balance in which we hang suspended.

It has been the assumption of this article that the peace is kept. In this event, the assets far exceed the liabilities. Let us begin with the latter.

First, around every atomic operating unit will always be a zone of death unless the shields are properly adjusted. Man-failure will inevitably breach the shields from time to time. But the accident rate is not likely to equal the present rate from airplane crashes.

Another liability may be a more truculent nationalism, as self-sufficiency and autarchy increase.

An incalculable liability lies in the effect of atomic power on employment. The problem will probably be intensified by automation—techniques now shooting up like a Nike rocket. Electronic "thinking machines" are about to take over many complicated operations, both in industry and office work—to say nothing of giving us the first long-range and reliable prediction of the weather. It stands to reason, and past experience, that as inanimate energy moves in the need for human energy moves out, at least in that particular operation. Power reduces physical labor and some mental labor; electronics reduces mental labor and some physical. So if employment is to be maintained new jobs must be found, or the work week must decline, or both.

SOME ASSETS

Turning to the asset column, we have already discussed some of them; other contributors like Mr. Murphree (page 18) will develop more. Here we shall give only a bare list, beginning with physical assets and ending with social and economic.

Atomic fission may be expected to provide the world with a solid energy base for something like 1,700 years, in the form of a fuel which weighs relatively nothing. The Buck Rogers dream of *Queen Mary* crossing the Atlantic on a lump of sugar is extravagant—but she might do it on a few pounds of plutonium.

The enormous temperatures may be used to distil fresh water from salt, and solve some of the water shortages which now plague the planet.

The atom will save coal and petroleum, while eliminating a good deal of the grime and smog of industry.

Isotopes, drawn from reactors, are already bringing great advances in medicine generally, and in the treatment of cancers in particular. They can enormously aid our knowledge of the processes of living things, and the processes of inanimate things as well, such as the strength of metals. "It may be possible," says Gordon Dean, "to synthesize food and fuels from elements and energy. This single

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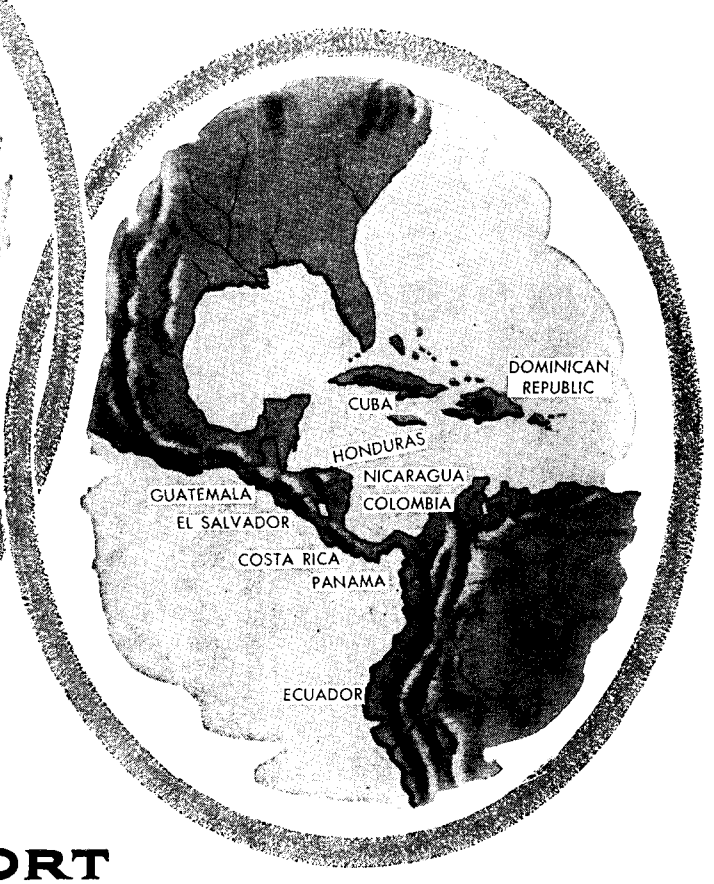

LINKED BY EFFORT AND BY MUTUAL NEEDS

At present U. S. investments in Latin America, totaling six billions of dollars, are larger than in any other part of the world except Canada. Here is proof positive that American business is anxious to promote production in our sister republics. More, it is strong indication that with proper encouragement private capital can supplant government loans to neighbor nations . . . to the great benefit of every portion of the Western Hemisphere.

The need for private funds in Latin America can hardly be exaggerated; for no nation is completely independent. Rather is it interdependent with the countries that share its needs and aspirations. Such mutuality of interest has forged a powerful link between the Americas, for the good earth to the south produces in abundance while the good markets of North America purchase in abundance. Each helps the other.

Many of our international industries are seeking to better conditions in countries where their activity centers. United Fruit Company has for many years engaged in a program of privately financed aid in the local fields of education, health, sanitation and public works. In addition to this and the construction of communication and transportation systems, United Fruit has been instrumental in establishing a multi-crop economy in Middle America and transforming thousands of acres of jungle into productive farm lands.

Such activities are not the whole answer. But the results, measured in terms of improved living conditions and the development of useful skills, do demonstrate that a well-planned and efficiently administered program of private aid can be among the most worthwhile investments North America can make.

It is this company's firm intention to continue usefully to serve the Americas . . . and, in strict accordance with the spirit of laws of the countries wherein it operates, to work toward a future of ever-increasing mutual benefit.

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accomplishment might well change the conditions of human existence more drastically than all the work in the field of nuclear-powered ships, . . . and electric generators." $E=mc^2$ again.

Isotopes can revolutionize the use of fertilizers, help control crop pests, show farmers how to raise more food with less effort.

The industrialization of low-energy areas is likely to reduce the birth rate, as has happened many times, and relieve the accelerating pressure on the world's food supply. This is one of the few "laws" in economics that one can depend upon. It was a major reason for starting the industrial experiment in Puerto Rico.

Atomic energy is now everywhere a Government monopoly—although contracts have been let to big corporations like Dupont and General Electric. Private business will soon be admitted on equal terms as a co-developer of peacetime uses. What seems to be ahead, as pointed out by Mr. Hopkins, is a close partnership between Government men and businessmen in such developments, developments which promise to be gigantic in scope. This fact will further demolish the either-or logic of both socialists and rugged individualists. Today the two camps are ignorant armies clashing by night over something which isn't there. Economic theory will move closer to reality.

Atomic power, widely applied, may resolve that dilemma of machines versus markets which we mentioned earlier. Instead of balancing the economy by military outlays, or by "colonizing the moon," we will balance it by supplying the new markets made possible by reactors and their by-products. Where's the money coming from? In the Depression we discovered, somewhat to our surprise, that a society can afford anything it can produce. The International Bank can be a help; but nineteenth-century financial thinking will be no help at all.

These higher living standards are themselves a powerful asset in the field of international relations, as we have noted. The skew in the world's economy can be smoothed out, and international relations thereby improved. This should be a *postive* aid to peace—as the fear of atomic war is a *negative* one. Together they make the prospects of peace so much the stronger—a double-barrelled asset!

One last cheering thought. It is quite feasible to use the mounting stockpile of A bombs, both here and in Russia, to feed the fires of peacetime reactors. Beating swords into plowshares is technically no trick at all.

Labor on the Hook

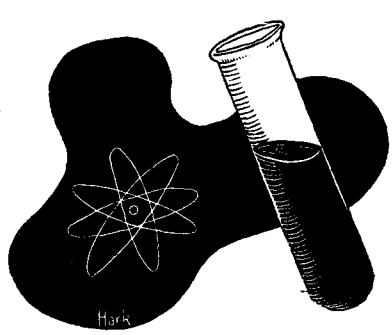
Continued from page 20

ample), but will also snap the ties that now bind certain industries to localities where coal and water power are readily available. Together with the rapid development of new metals and synthetic materials they will give industry an unprecedented freedom of movement which could drastically reshape the geographical distribution of employment opportunities. Geographical shifts will tend to be accentuated by the spread of automation, since it is generally more economical to install automation in specially-designed new plants than in old ones, and since corporations seem to prefer to employ on automated processes workers who have no experience with the old methods.

IN THE aggregate, the problems posed by the new technology dwarf those raised by what now appears to be the relatively modest productivity advance of the 1920s.

Workers face the new technology in their dual role as trade unionists and as citizens. The hope that the potential blessings of the Second Industrial Revolution may be won without the awful human cost exacted by the First rests largely on the intervening change in the status of those who would otherwise have to bear the brunt of that cost. The existence of trade unions gives workers a means of expressing their will both in their plants and in the community. The extension of the franchise during the last two centuries gives the workers an effective voice in political decisions which was unavailable to their forebears during the First Industrial Revolution.

The objectives are the same on both the collective bargaining and the political fronts: to achieve increases in and an improved distribution of purchasing power in order to balance ability to consume with ability to produce; and to safeguard against hardship those directly affected by the march of the new technology.



The broad range of the problems that will have to be dealt with in collective bargaining may be illustrated by examples drawn from the program recently approved by delegates attending a recent UAW-CIO collective bargaining conference.

The most important element of that program is the Union's guaranteed employment plan. Although the primary purpose of the plan is employment stabilization, humanization of the process of technological change will be one of its major by-products. The plan is designed on the principle that employers can be made to act with an increased degree of social responsibility if they are required to bear a substantial part of the costs flowing from their decisions that would otherwise be borne as social costs. A management faced with the financial obligations that the plan imposes will find that it pays to plan the introduction of automation for such times as will minimize resulting layoffs. The cost of maintaining displaced workers' living standards for up to a year will act as a powerful deterrent to irresponsible location of the new automated plants with resultant creation of ghost-towns at present plant locations.

Under the guarantee it will pay to retrain displaced workers for the new jobs that automation creates when the company is obliged, in any case, to meet wage guarantees to those workers. It will pay to use every effort to discover or develop alternative employment for them. Where all else fails, and the workers are left without employment, the existence of the guarantee will provide them with economic protection for up to a year while they seek or fit themselves for new jobs commensurate with their abilities; and the maintenance of their purchasing power will sustain the local businesses and professional men dependent upon their paychecks.

Under the guarantee, moreover, the employer will frequently find it advisable to reduce prices rather than production. As the economists put it, the marginal cost of retaining a worker on the active payroll, rather than laying him off on a guaranteed wage, will tend to be less than the marginal revenue obtainable, even at reduced prices, from the sale of what he would produce if employed.

Automation presents a particular threat to the older worker who, once displaced, may find it impossible to obtain a new job. The guaranteed employment plan will tend to give added

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security to these older workers by encouraging management both to broaden seniority units within the individual corporation and to assent to contractual provisions requiring preferential hiring of workers laid off by other companies in the same industry and area. By providing greater employment opportunities for older workers in their own companies, and by agreeing to hire one another's laid-off workers, managements will be able to minimize their liabilities under the guarantee plan.

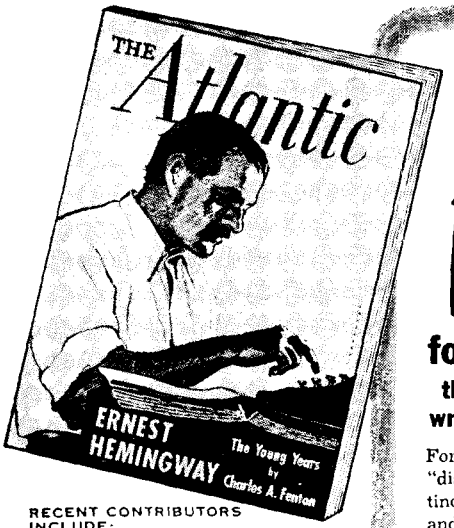
THE new techniques present a double threat of exacerbating the effects of the present maldistribution of purchasing power. Not only do they promise a tremendous increase in the flow of goods for which purchasers must be found. They threaten at the same time a vast displacement of labor with virtual elimination of the purchasing power of the affected workers and their families.

The growth of purchasing power needed to absorb an enlarged volume of production is not likely to come about through price reductions reflecting the cost savings flowing from the new technology. That technology will find its fullest use in the "administered price" industries, where prices are notoriously insensitive to decreases in costs.

During the "inventory recession" of 1953, as unsold goods piled up on shelves and in warehouses, at least one business magazine pointed out that business had a choice between reducing prices to stimulate sales and cutting back production to maintain prices. The magazine predicted accurately that business would follow the latter course. In the auto industry dealers loaded with hard-to-sell cars were forced to cut their margins to the bone. But factory prices to the dealer were maintained, and net profits of the leading auto corporations soared even while auto workers were being laid off by the scores of thousands.

With prices inflexible and wages and salaries accounting for roughly two-thirds of the total national income, wage increases are necessarily the main route through which essential increases in consumer purchasing power may be attained. Such increases present a more hopeful prospect than price reductions, first, because workers in their role as producers can exert organized power in a manner impossible for them in their function as consumers and, second, because the principle of increasing wages as productivity rises has already found acceptance in a pattern-setting sector of American industry.

The approximate magnitude of the problems, the geographical and in-



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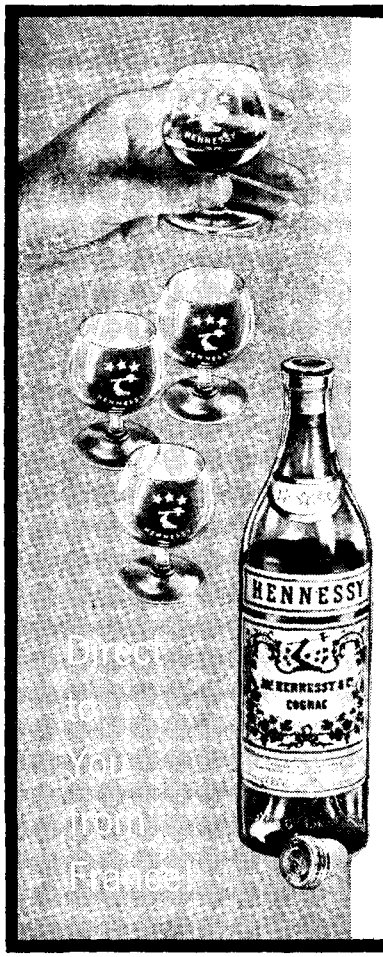

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dustrial points of impact of the new technology, the time that will be allowed the American people to adjust to it, are all at this time unknowns in the equation of our future. We cannot afford to have them remain unknown until disaster provides the answers. Adequate preparation, however, requires that we get at the facts without delay. As of now the facts, although heavily weighted with far-reaching social implications, remain the private property of individual corporations. Only a Congressional investigation along the lines called for by the CIO can make them available to the citizen and legislator who hopes to cope with them.

First, it is necessary to dispose of certain widely propagandized delusions. The notion, for example, that more advertising and improved salesmanship are all that are needed to develop outlets for the greatly expanded output of the new technology is irresponsible to the point of insanity. Madison Avenue and high-pressure techniques cannot make profitable customers out of underpaid or disemployed workers.

The notion that the machine-producing industries will absorb the workers displaced by the machine-using industries flies in the face of two brutally hard facts. The first is that productivity is advancing by leaps and bounds in the capital equipment industries. The electronics industry, for example, which turns out the computers and controls basic to automation, produced 275 per cent more output in 1952 than in 1947 with only 40 per cent more workers and is still stepping up its efficiency at an extraordinary pace. The second fact ignored by the optimists is that the productivity of capital as well as of labor is increasing rapidly.

The problem of inadequate consumer purchasing power is by no means new to us. The present recession is but the latest of many which have resulted essentially from our failure to solve that problem. Periodically the ability of the economy to produce outruns the ability of the market to distribute. In essence, the threat of the new technology is that it will greatly aggravate the imbalance between our production and distribution potentials. The problem is clearly one of distribution, because the unmet needs of millions of American families, plus enormous national deficits in schools, hospitals, highways, resource development, etc., plus the vast accumulation of needs of hundreds of millions outside our borders whose living standards are incredibly low, are sufficient to keep all our people, and all our machines, no matter how advanced, working at full capacity for many years, if not decades, to come.

The Mechanical Mouse

Continued from page 19

tor by the hydraulic door hinges on a bus have been too gradually and subtly conditioned to apprehend the full significance of all that is happening around us. But the inauguration this fall by Harvard University of a data processing course terminating in a master's degree can leave no very great doubt as to how far the mechanization of our lives has gone.

Data processing is the application of known mathematical laws, broken down into thousands of tiny steps, to fit appropriate numbers to a multitude of mechanical details. In this way performance of intricate mental or physical tasks can be expressed accurately in terms of arithmetical equations. During the last few years mathematicians trained in processing data—"programming" is another word for their specialty—have proved the feasibility of giving such numerical instructions to electronic brains (big brothers of Theseus). Thus the brains are able to direct such diverse operations as machining motor-car engines from slabs of steel . . . engineering bigger and faster airplanes . . . switching freight cars in railroad yards . . . calculating tax bills . . . taking department-store inventories . . . translating Russian into English . . . and even forecasting weather.

The double-domed robots of today can not only memorize and recall, as does the mouse Theseus; they can count, compute, calculate, sort, measure, and give orders like start or stop, up or down, right or left, forward or back. They can make decisions like "too hot" or "not hot enough," "empty" or "full," "too fast" or "too slow," or any other choice that does not involve more than two alternatives. (The choice is limited because each of the switches inside the mechanical "brains" can turn only "on" or "off.") Furthermore, these modern robots can see, feel, and hear.

The newest electronic wizards of the International Business Machine Corporation can talk to one another on the telephone, and act on what they hear. Using a beep-beep language of their own, they swap information at the rate of one thousand numbers or alphabetical characters a minute. Fosdic, a mechanical employe of the United States Census Bureau, reads forms submitted by census takers, picks out the right information from corresponding columns, adds five million answers in a half hour, and files it all away in a microfilm library.

Robot detectives sift clues to criminals so discerningly that suspects they finger have been nabbed in the act by waiting policemen. Robot bank clerks verify and clear most of the nation's enormous daily flood of checks. Almost all the work on insurance policies and premiums and on light and gas bills is done by robots. Robot chemists direct the blending of gasoline, and robot geologists decide how fast the oil in underground pools is pumped from the wells. Oil refineries are manned chiefly by switches which flip one way or the other when thermostats say "hot enough" or "not hot enough." One big new electric power generator in Oregon watches its own fluctuating pulse under the supervision of a single human whose main reason for being there is psychological. Steel mills have robot searchers on tinplate rollers to spot pinholes and order the shearing knife to chop out and discard that section of tinplate—and only that section—where the pinholes are located. There is a robot which hammers nails into wooden slats and automatically crates electric refrigerators. The Canadian Post Office is experimenting with robots which sort mail.

Robot elevators are commonplace in city homes and apartments. Office buildings are beginning to employ whole banks of elevators which not only run without operators or starters, but adjust their ups and downs to meet the shifting needs of traffic during the day: from the incoming a.m. rush through coffee breaks and lunch to the mad homegoing at 5 p.m.

IN THE dying 1940s the late Phil Murray of the CIO built a campaign for a thirty-hour work week and a guaranteed annual wage around his personal fear that automation would uproot millions of laborers. In the early 1950s employers frequently answered questions about their own mechanization plans with the counter question—"You expect us to antagonize the union?" In November 1954 the United Automobile Workers voted to cut its future contracts with motor makers from five years to two years. The reason given by UAW president Walter P. Reuther was that substitution of machines for men is taking place so rapidly that the union must free itself to bargain more frequently.

It takes time for new devices to generate their social benefits. The gasoline engine did not overnight raise factories for the manufacture of rubber, glass, textiles, steel, concrete and other ingredients of mo-

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toring pleasure which account for the thousands of successors to the outmoded saddlers and the village blacksmiths. Interim displacement of workers can be a long, agonizing process to its victims.

Witness the chronic stagnation which still continues around Scranton, Wilkes-Barre, and Pottsville as a result of the ruinous competition oil and gas fuels visited upon Pennsylvania anthracite.

What can be done about it?

Can we do anything at all effective without giving up our democratic freedoms and choice of livelihood?

One lonely voice has ventured an affirmative. It was raised at a meeting of the Washington (D.C.) Chapter of the Industrial Relations Research Association at the Brookings Institute on January 6, 1954. The voice belonged to an Italian immigrant's son who worked his way from errand boy in a Vermont fruit and vegetable store to a post as a labor advisor to America's wealthiest family: Victor Borella, vice president in Charge of Operations at Rockefeller Center:

> I have a suggestion which will take more study and analysis. But I think (it) would help ameliorate the situation of the truly forgotten man—the technologically displaced worker. Since 1935 we have had a new social tool to cushion the shock of ordinary unemployment, a tool known as unemployment insurance. The purpose, of course, is to give the unemployed worker some steady income for a limited period of weeks during which he is subject to taking a job according to his capabilities, if one is offered him.

Borella sees that this is not just a domestic issue:

> Unemployment insurance is an accepted fact in American industry today. This idea of mine is merely an extension to help cover an Achilles heel in the system of private enterprise. The process of industrialization is no longer a mysterious ritual of interest only to a handful of economists and bankers. The whole world wants to be in on the show. Politicians in the remotest spots on the globe are as interested as our own businessmen.
>
> The Communists contend that a monolithic state is the only effective means of running industry on anything like a regular timetable. They say periods of unemployment are inevitable under our form of free government. It is up to us to prove, in action, that capitalism is quite able to solve the social problems stirred up by the dynamics of our industrial age.

I. R. II: Yes or No?

Continued from page 21

which companies of different size can measure up to this challenge: Only about 11 per cent of those employing 100 persons or less are using automation today compared with some 30 per cent among firms with over 500 on their payrolls. The same percentages hold true when it comes to staff assignments to watch atomic developments. In terms of actual work or experimentation with atomic materials the contrast is even more pronounced; only about 2 per cent of smaller firms answer affirmatively while well over 10 per cent of the large concerns report that they are now so engaged.

None of these differences can be considered surprising. And yet, the survey brings factual proof for the proposition that, *regardless* of the individual businessman's conviction that the age of atomic energy and automation is upon us, the size and financial strength of his enterprise is in the final analysis the most important single determinant of whether he takes positive action to take part in building this industrial future.

It is this schism between the typical executive's views of the industrial future of the country, as contrasted with his assessment of his own company's position and prospects, that suggests the most important single problem revealed by the Research Institute survey: If the new industrial revolution propelled by atomic power and automation is fast becoming part of our pattern of life, if within a relatively short span of years it will profoundly affect our industrial society, is there any assurance or indeed hope that the majority of American enterprises can or will be able to participate and benefit? Or are the facts of our industrial stratification such that these twin trends will be carried forward mainly by the industrial and commercial giants, thus placing their medium-size and smaller competitors at an ever growing and eventually unsurmountable disadvantage? Responses to the Research Institute survey would suggest that a significant part of the business community faces this challenge of tomorrow with some resignation rather than with hopeful anticipation.

The social and political implications of these findings are almost self-evident. If atomic energy and its by-products are actually to remain confined to a minority of American business, then much of the heated arguments presented in last year's Congressional debate on the atomic energy law by *both* sides may require a thorough rethinking.

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BROADWAY POSTSCRIPT

Berlin and Brecht

ONE WAY to avoid the impression that the European theatre consists of what can be seen in London and Paris—which is about as far as many theatregoers have the energy to go—is to begin at the other end. For this reason I started in Berlin, going by Icelandic Airlines' Great Circle Route, which takes a few hours longer, but in return offers a ticket for from 10 to 20 per cent less than the cheapest fare charged by other carriers.

Once in Berlin one finds a sort of cultural cannon-smoke hanging over this metropolis split by the great powers into a West that is trying to be gay and an East forced to make a virtue of poverty and drabness. Until four years ago theatre artists could work alternately in either zone. However, theatres in the Soviet Zone, with heavy subsidies from the USSR, who recognize the propaganda value of the theatre, began to offer large inducements in order to lure some of the best German artists over there. To defend against this the West German city governments imposed a boycott, so that today a man cannot return to work in the West after having worked in the East.

Unfortunately, Germany's most prominent dramatist and director is Bertold Brecht, and he chose to work at the Theatre Schiffambauerdam just across the boundary line in East Berlin. When I called on the mischief-minded old man he spoke quite frankly of his problems.

"I do not like the atmosphere surrounding the theatre here in Berlin," he said, "but I suppose in life we are forced to make these choices."

I pointed out that in America a man did not have to choose one political party, but could support what he liked in all of them.

"That is a luxury," he replied. "Throughout history the artist has always had to choose. Look at Schiller."

Brecht has chosen, but seems not very concerned about the consequences of his choice. He is not a member of the Communist Party, but philosophically he is a Communist and believes that the capitalist system can work only in an expanding society. At the moment he admits he is in a very special position. He claims that he is left entirely free in his work.

"Of course, I would never tolerate any interference in the form of my work," he states. "But as for politics, I would have to go along."

At present theatre politics are mostly in the playbills which assail America for McCarthyism, the Rosenbergs, and alliance with Franco Spain. There is also Picasso's dove of peace on the curtain. Visitors may find it difficult to understand that, while they may be pacifists in New York, they are playing into Soviet hands by having the same sentiments in West Germany, which must be prepared to resist should there be an invasion from the East.

A recent incident may show the extent to which the Soviets are using the theatre as a weapon against NATO. A Russian playwright who had become a British subject was invited to come to East Berlin and offered a large subsidy if he would write a play about an alleged American plan to radioactivate a vast area of Western Germany with H-bombs in case of war. Instead, the playwright decided to return to West Berlin and write a play about the Soviet scheme.

Another use of the theatre for political expediency was the recent production of "Merry-Go-Round," a 1930 American play by Albert Maltz. In East Berlin it was timed to divert criticism of the Soviet-controlled elections by pointing to corruption in American city politics. A letter from Mr. Maltz in the program laments that this play cannot now be produced in New York. There is, of course, no mention of the fact that new plays equally critical of flaws in American society, and written by authors whose loyalty is under suspicion, *are* being produced on Broadway.

Of most interest in the current repertory of the Berliner Ensemble is Brecht's "The Caucasian Circle of Chalk." Played on a revolving stage, on which little houses come whirling around from behind a delicately painted white-silk hanging that flutters down two-thirds of the way back, one really senses the act of traveling which the adopting mother undertakes on behalf of an abandoned child. While the three-and-a-half-hour play would benefit from cutting, one admires the inventiveness and ingenuity Brecht encourages in his actors. Although they frequently swing too far over into slapstick in exaggerating Brecht's wonderful ironies, the whole production is exciting, and the final scene is genuinely moving.

In West Berlin there is a rich menu of revivals and imported plays. The newest and best-equipped theatre in the city is the Schiller-Theatre. Their current production of "Faust" has twenty-three different settings. Such lavishness is made possible by having their workshops in the building and by employing stagehands and workers on a full-time eight-hour-a-day schedule for $18 a week.

The factor that creates the principal difference between Berlin and New York theatre is that in Berlin as in all large German cities there are Government subsidies which allow the theatres to present a balanced repertory of classics and modern plays. This makes for less frivolity, and audiences regard the theatre as an institution to be attended with reverence. Because the comparatively rich cities of Western Germany can afford to pay artists more, the theatre in such places as Dusseldorf and Hamburg is every bit as good as the theatre in Berlin, much as the Boston or Philadelphia Symphonies compare with the New York Philharmonic.

AMERICAN plays are most appreciated in West Berlin. Oscar Karlweis has made a big hit in "Das Kleine Teahouse," and the play has added to American prestige here. The fact that we write critically about ourselves impresses the Germans not on the grounds that we have achieved free speech, but because they feel that any country that can afford self-criticism in these times must be terribly powerful.

Similarly "The Caine Mutiny Court Martial" is admired, and audiences laugh heartily when the play ridicules psychiatry and the military. Apropos of this, Berlin's leading critic, John Friederich Luft, believes that the most important new German playwright is twenty-eight-year-old Klaus Hubalek, whose first play, "The Captain and the Hero," chose to satirize the army.

All in all, the German theatre seems to thrive on taking everything to extremes, and while this often results in great theatricality Americans are apt to feel that the Germans tend to overact as much onstage as they did in two world wars. One play I saw in Berlin may illustrate this penchant for worked-up overstatement. At the end of Ibsen's "A Doll's House" Nora slams the vestibule door and then the front door. Suddenly we hear a third slam. It is, we must assume, the stagedoor.

—HENRY HEWES.

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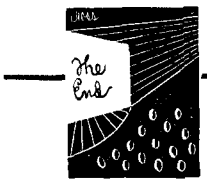

SR GOES TO THE MOVIES

Bridges and Booths

SOMETIMES what is left out of a motion picture is as important as what has been put in. Ordinarily one is denied access to the scenes which vanish into the big red barrel in the cutting room, but when you are a film critic at a screening a pleasant young man hands you a mimeographed sheet entitled "Synopsis and Production Notes," and from this it is possible to mark the significant deletions which were made in the print of **"Bridges at Toko-Ri"** (Paramount) before it was presented to the public.

If you will bear with me a moment I will try to explain this point. The Perlberg-Seaton film version of the James Michener novel tells the story of a carrier pilot who was called back to serve in Korea after having done a full measure of duty in World War II. Lieutenant Harry Brubaker (William Holden) is bitter about having to risk his life in "the wrong war in the wrong place" when so many others are leading normal lives at home. His tension is heightened by a series of close shaves—he ditches his jet in the cold sea and is rescued by a helicopter; he makes another emergency landing with the aircraft carrier deck damaged—and the arrival of his wife and children in Japan reminds him of the precious personal burden of love and responsibility which he carries on every flight.

When at last he is called upon to fly a dangerous mission against a heavily defended group of enemy railroad bridges the pilot undergoes a dark night of the soul. He has the option of grounding himself and withdrawing from the mission. In the end he decides to fly. According to the mimeographed synopsis, Brubaker explains his decision to the sympathetic task-force admiral in the following words:

"Sometimes you look courage right in the face—the face of another man. That does something to you, something you can't put into words. That's why I have to go."

It is a tribute to the honesty of the film-makers that this piece of empty heroics, which must ring false from the screen, is no longer in the picture. In the print as shown Brubaker simply takes off with the flight and performs his duty in knocking out the bridges and an ammunition dump. His plane is hit, he makes a crash landing in a Korean field, and, in spite of the persistent rescue attempts of his comrades and a courageous helicopter pilot, he is shot to death in a muddy irrigation ditch, but not before he has come to some kind of terms with himself. The terms are harsh, but real. They have to do with the fact that an accident of history required a small group of men to do a dirty job on behalf of a nation, and that out of the necessity of the moment and their own tradition and training they found the means to fight magnificently. The shot of the veteran dead in the ditch is held on the screen for a long moment to impress this image of sacrifice upon the memory.

This clean and purposeful hewing to the spirit of the film lifts "Bridges at Toko-Ri" far above the men-at-war stereotype it could easily have been. The quality of the writing has little distinction, the characters have been seen before—the tough admiral gentled by memories of personal loss (Fredric March), the cocky and pugnacious chief petty officer (Mickey Rooney), the loving wife who sends her man to do his duty (Grace Kelly, of course), even the pilot who curses the time that is out of joint which he must set right. Although well and professionally cast the film has no single performance markedly above the level of high motion-picture competence. The difference is in the development, which has been purged of untruth.

There are heroics in this film, but they are in what men do, not in what they say. Director Mark Robson filmed much of the footage aboard a Navy carrier in the Far East, and his camera constantly documents the excitement of the business of taking off, flying, landing aboard a carrier. We are inside the teamwork, we help to control, we are constantly aware of the possibility of flaming destruction lurking in every split-second decision. A skilful special-effects team has supplemented this coverage with highly realistic battle scenes. The fascination and danger of carrier flying are shown so beautifully that it is enormously satisfying to hear the admiral's period to the piece, as he says with wonder and sorrow, "Where do we find such men?"

* * *

The current West Coast trend of making pictures out of books has led Twentieth Century-Fox into an at-

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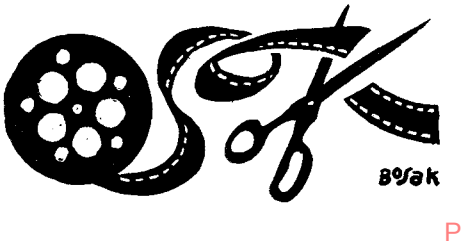
tempt to capture the stormy story of the acting Booths as it was told in the colorful biography **"Prince of Players."** by Eleanor Ruggles. Moss Hart, who revealed his lively feeling for players and show business in "A Star Is Born" and his own play "Light Up the Sky," wrote the story for the screen, Philip Dunne (who is, absolutely incidentally, the son of Finley Peter Dunne) directed, and Richard Burton, a British actor of great color and interest, has been given his first decent screen opportunity as Edwin Booth.

The result is interesting, more for the fragments of century-ago theatre than for the tragic drama of the man, which, by the way, was not truly encompassed in the book. Since the leading players of a hundred years ago appeared almost exclusively in the plays of Shakespeare Hart has taken the occasion to make up whole bolts of the film from his distinguished predecessor's lines. There is a good chunk of "Richard III" as it is played before an unruly mob in a Western mining camp, there are three scenes from Booth's London "Hamlet," including Burton's lucid reading of the soliloquy, there are snips of "Lear," "Henry IV," and "The Taming of the Shrew." In addition Hart has cleverly placed Master Will's speeches in the characters' mouths to express their offstage thoughts, and his diligent culling from the collected works has provided lines that really ring.

In particular Hart has made a brilliantly original use of Shakespeare in a delightful re-playing of the balcony scene from "Romeo." The lines become the first words of their own love and life together, the meanings movingly reshaped by the realities of the scene in the shabby courtyard.

Less successful than these dramatic moments are the story lines of the piece, the regeneration of Booth by the devotion of his wife, the counterpoint of John Wilkes Booth and his insane deed (presented here as the result of an envious wish to play upon a greater stage than his successful brother treads), the final gesture by Edwin to the dignity of his own profession.

Whatever its dramatic flaws, "Prince of Players" is worthwhile because it reiterates the striking truth that one of the great screenwriters turns out to be that irrepressible fellow from Stratford. —LEE ROGOW.



The Writer's Wars

By JAMES MICHENER, *the traveling author of "Tales of the South Pacific," who here records why authors—a peaceful race—so often write of war, and of his satisfaction with what Hollywood did to his last novel.*

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The problem is this: Why does war, which sane men hate, serve repeatedly as the theme for some of the world's most humane works of art?

The world's first epic, the "Iliad," not only reports an exceedingly wasteful war but it also establishes those norms of compassion by which we judge all subsequent literature. Hector's death is an almost insupportable tragedy, the fall of Achilles is one of the basest scenes in war, old Priam's grief is terrifying. Real men and women people the "Iliad."

Our national sense of honor springs in large part from those imaginary histories which rose around the battles engaged in by Roland and Robin Hood. Two other make-believe wars were of fundamental importance in molding the Anglo-Saxon mind: King Arthur's war against the forces of evil and Milton's angels in their battle against the forces of hell.

But it has been in tales of actual warfare that our greatest writers have brought us to a consideration of human problems. Tolstoy in "War and Peace" and more particularly in "Sevastopol" explained minutely the characteristics of human behavior in war. It was confused, deathly, ironic, and largely meaningless. Stendhal, in "The Red and the Black," did the same. Almost every writing nation has provided some novelist who has added to the account, our own Stephen Crane being one of the best.

In this distinguished company Ernest Hemingway has become a master. His "A Farewell to Arms" and "For Whom the Bell Tolls" are among the great accounts of war.

Yet it would be ridiculous for the Nobel committee to select novels about war for a prize whose fundamental *raison d'etre* is peace. Consequently, the Nobel committee went out of its way to stipulate that the award was being given primarily for "The Old Man and the Sea."

But what is this noble story but an account of men once more at war? Now he fights a great fish and his own weakness precisely as Captain Ahab does in "Moby Dick," precisely as Pilgrim struggled in "Pilgrim's Progress."

This is what perplexes a writer when he tries to consider the nature of man and war. More than most people—for honest writers insist upon serving at the front—he discovers that everyone engaged in war despises it as a waste of energy, time, and money; yet each against his will becomes emotionally involved in the horrible complications. That is why men think so deeply about war.

THESE confusions and contradictions hit me very hard when I served along the front in Korea, and particularly when I flew bombing missions with a group of naval pilots from one of our carriers in the Sea of Japan. They were engaged in a war nobody wanted, that few supported, and all deplored. Yet they were being killed by Russian bullets or frozen to death in a most cruel sea.

In a short novel, "The Bridges at Toko-ri," I tried to report what I saw. Now, it is my habit never to interrupt or inspect the work of anyone translating a story of mine into a different medium. I figure that dramatists, screenwriters, and television experts know their jobs and require no assistance from me.

But in the case of "The Bridges of Toko-ri" this procedure was difficult to follow. Many hundreds of men in Korea, other hundreds of parents who had lost sons in Korea, had written to me about this novel. I knew all the defects in the book. I also knew that it reported truthfully one of America's strangest wars. I wondered if Hollywood would keep to that truth.

I was working in Tokyo while the movie was being shot there. I kept getting tantalizing bits of information about it. Navy friends said it was very good. Then isolated still shots from the movie began appearing in our leading magazines and as far as I could judge Paramount was making a real effort to retain the values of my novel. Finally a friend in Japan sent me a Japanese fan magazine (William Holden, the star of the picture, is an important man in Japan because of the things he has done as a private citizen to help that country) and I saw about twenty pages of pictures. The other night I saw the movie, and it was better than I dreamed it could be. The great and terrible tragedy of war had come through.

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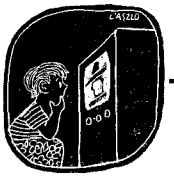

TV AND RADIO

The Show Must Go

I WAS chatting with a television critic the other day about a comedy program and he made a sage observation which I would like to pass on to whomever it concerns for whatever it's worth.

But first let's do a flashback.

It's Friday. The cast of a comedy show is getting together for the first reading of the script. Before they get down to the actual reading there are the usual introductions of the guest stars to the regular cast accompanied by a lot of light banter and gossip about other stars and other shows and the usual exchange of funny stories about show business. In this atmosphere of gaiety and good fellowship the director announces: "Well, so much for comedy, now let's start reading the script."

On this low note the reading commences. Everybody laughs up everybody else's jokes, hoping for a little reciprocity when their lines come along, and when the reading is over everybody is quite sure this is going to be an excruciatingly funny show.

Saturday. The cast assembles about noon and they're put on their feet to begin acting out the comical lines with which they are now a little more familiar. Comes lunch and a break. They have gone over the same lines several times and there begin to be heard slight murmurings among the guest stars and the rest of the cast. The jokes which seemed so fresh and bright only yesterday now seem to have lost their sparkle. Complaints are duly entered.

Sunday. By now the cast works without script, being prompted now and then from the sidelines by the script girl. And when the jokes they had complained about come along they are handed the substitute jokes they were promised. Each substitute is loudly acclaimed as a masterpiece of humor and the day continues going over and over the script until the entire show has been rehearsed.

Monday. More of the same. The tedious business of going over and over the same lines now begins to take its toll. One of the guest stars objects to a substitute joke into which she has read something she hadn't seen before and which had never been intended from the start, but which she is sure everyone will take the wrong way. That joke is out and one of the players suggests a joke to take its place—it's an old joke but always gets a laugh. So it becomes part of the script. Another player thinks a joke he has is too smart, and since everyone knows that the television audience has the mentality of a twelve-year-old everyone agrees the joke should be taken out and a more obvious one substituted, which the sound man supplies this time, explaining he didn't make it up but he has heard it on several shows he's worked and it always goes big. By this time it's open season.

Tuesday. This is the day the show is rehearsed in front of the orchestra. This is the crucial test, because there is obviously a feeling among actors that musicians are representative of the twelve-year-old minds that watch television. Reaction from the orchestra is carefully checked and double-checked by every star on the show down to the lowliest stooge.

"The trombonist didn't laugh at the engagement joke. . . . The third violinist didn't get the routine about Hollywood at all. . . . The leader only laughed once when somebody misread a joke. . . . The pianist slept through the whole reading . . ." And so on.

So some new old jokes are interspersed throughout and the players go home to rest up and rehearse the new old jokes and are told to show up the next morning at eight o'clock.

Wednesday. This is the day of the show. A new audience is now on hand —cameramen, floor managers, electricians, stagehands, costumers, the chorus girls, and miscellaneous hangers-on. The show is rehearsed piecemeal. Scene by scene is gone over slowly and torturously, line repeated again and again, so that camera angles may be arranged and re-arranged. The new members of the working audience are carefully watched for their reaction to the jokes. Some of the old new jokes are put back in place of the new old jokes, and some new, new old jokes find their way into the show before the long day is over.

That night the program goes on the air, after a chaotic six days of making sure the comedy will be down to the level of still another audience which will come to the theatre that evening to laugh up the show so the audience at home will know it's funny.

So as I was saying earlier I chatted with a television critic about a comedy show. His sage observation was:

"Those jokes were fifty years old."

He told me he was seven.

—GOODMAN ACE.

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MUSIC TO MY EARS

Miss Anderson Makes History

JANUARY 7, 1955, is a date that will long be remembered by Marian Anderson, by her countless admirers, and by the even greater numbers of the Negro race whom she has inspired by example and accomplishment. For this was the date on which Miss Anderson, as Ulrica in a revival of Verdi's "Ballo in Maschera," took her place in the proud company of those who have sung opera from the Metropolitan stage as one artist in equality with such others as Zinka Milanov, Richard Tucker, and Leonard Warren. For the second time for a Metropolitan production the conductor was Dimitri Mitropoulos.

January 7, 1955, was a happy one for Miss Anderson and those who esteem her; it would have been even happier as the tenth anniversary of an honor she richly merited long before, when she had vocal youth on her side as well as artistic experience. For it would be pointless to contend that Miss Anderson's Ulrica was the best version of this concentrated, essentially subordinate part heard at the Met, even lately. But if this was the price she had to pay for the shortsightedness of those who drew a color line on stage, if not at the box-office or in the annual "appeals," she had the resources of purpose, technique, and personal magnetism to make Rudolf Bing's chancey venture eminently justified. Also, it might be added, S. Hurok's long-range investment.

On her side, Miss Anderson invested a considerable established fame as a concert singer in an alien area of lights, costumes, and scenery—not to mention the ensemble problems of opera—which might well have brought her grief rather than satisfaction. That she nevertheless gave strength to the character of Ulrica, fervor to the music Verdi wrote for the part, and a solid line of musical value to the ensembles is a tribute to her aptitude. The opening "Re dell'abisso affretati" had some vocal quaver, but a broadly dramatic impact that foretold the strong place she would take in the ensembles. Dramatically, Miss Anderson achieved her most striking effect with the startled "Riccardo!" as she fell into a swift obeisance to the hitherto anonymous king in the fortune-telling sequence.

Considering the difficult time (vocally speaking) that Miss Anderson had before and after her operation of several years ago for a throat obstruction, the quality and quantity of the sound she produced was gratifyingly in her old manner . . . best in the middle, a little hollow at the bottom, strong on top. Her bearing was imposing, her sense of relationship to the other dramatic elements sure and sound. The tenser elements in the overflowing audience which greeted her with an emotion based on hope were soon joined by those who responded to demonstrated ability. It was, in all, an exhibition of artistry under difficult conditions which fully supported Rudolf Bing's judgment as to how this particular transition could best be accomplished.

In other respects this was a "Ballo" of much superb vocalism, especially as related to the well-seasoned trio of Milanov, Tucker, and Warren. All have added durable values to those they last provided in these parts (c. 1948), underscoring the strategic placement by Verdi of the vocal specialties of each. If one vocal high-spot might be isolated, it would have to be Warren's "Eri tu," magnificent in power, hardly surpassable (among known baritones) for sensitive molding of rich sound. Milanov and Tucker, separately beautiful, joined voices in a really bonded union of sound.

Among other elements of quality, some consideration should be allotted to the agile singing by Roberta Peters of the music allotted by Verdi to Oscar the page. A really contrived part, this one (it is written for female voice rather than male to offset the long stretches in which no female character is being heard) has more than its reasonable share of vocal problems, but Miss Peters managed most of them expertly. More projection in the ensembles would be welcome however.

The musical direction of Mitropoulos was admirably full in orchestral detail, though not as pungent in drama as might have been expected from a maestro of his standing. It was all clean, incisive, and well-coordinated, if not charged with a really strong dramatic impulse. Taken together, however, this was a superior "Ballo" which reflected—for more than the obvious reasons—credit on R. Bing and Company.

THE week-end was otherwise notable for the first New York appearance of I Musici, the excellent ensemble of young Italian string-players whose merits were noted in a report here from Aix-en-Provence during 1953. At that time one of the players foretold an American visit in "fifty-fifty"—meaning, '55—and their appearance in Town Hall was almost as prompt as that of the year itself. As recent recordings have foreshadowed, they have used the intervening time to fine advantage, tonally, temperamentally, artistically.

Whether the work was Pergolesi (Concertino for Strings No. 1), Vivaldi (a concerto for three violins and another for *viola d'amore*), or Marcello, the unanimity of this conductorless ensemble was wholehearted but not rigid, with each of the dozen players retaining a personal influence on the total sound within the frame of a unified effort. As in a fine quartet, the passage of thematic interest from one voice to another retained a family likeness in vibrato and accentuation, while giving the color contrast of violin to viola, viola to cello.

To those who had not heard it before the most interest was aroused by Bruno Giuranna's splendid mastery of the *viola d'amore*, an outsized ancestor of the present difficult-to-handle viola, equipped with sympathetic strings that resonate under certain planned conditions. In addition to making apparent the flooding eloquence of the music Vivaldi wrote in this concerto (in his favorite key of D minor), Giuranna gave an ethereally resonant reading to a little cadenza at the end where, in a series of harmonics, all the strings were sounding at once. It was a chiming sort of aural enchantment hardly expectable from a stringed instrument.

In the sequence of comparable organizations previously heard here—the Virtuosi di Roma, the Societa Corelli—I Musici (which means, appropriately enough, "The Musicians") are younger, more vigorous in their musical impulses, and most compelling in the quality of music they achieve. Let it not be forgotten that whenever they sit down to play they are tapping one of the most abundant sub-stratum sources of musical refreshment relatively unknown to us; but let it also be recognized when they stand up to be counted (and, as in the instance of this initial Town Hall audience, vociferously applauded) they have honored their obligation with devotion, exacting technical proficiency, and the highest kind of musical standards. A rich experience is awaiting those who take advantage of their forthcoming nationwide tour. —IRVING KOLODIN.

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Just Published

MANY of the books described below, which cannot be reviewed in this issue because of limitations of space, will be given more extended notice in forthcoming numbers.

ALEXANDRE DUMAS. By André Maurois. Translated by Jack Palmer White. Alfred A. Knopf. $2.50. M. Maurois has brought the creator of d'Artagnan and the Count of Monte Cristo back into a happily none-too-serious, brief anecdotal life.

ARIZONA. By Joseph Stocker. Harper & Bros. $3. A guide to easier living in a state of easier living, Arizona, together with some business and health opportunities to be found there.

THE ART AND ARCHITECTURE OF RUSSIA. By G. H. Hamilton. **THE ART AND ARCHITECTURE OF THE ANCIENT ORIENT.** By Henri Frankfort. Penguin Books. $8.50 each. Two new volumes in the Pelican History of Art Series, the first being of that part of Russia which lies west of the Urals and the second embracing Mesopotamia, Asia Minor and the Hittites, the Levant in the Second Millennium B.C. the Aramaeans and the Phoenicians in Syria, and ancient Persia. Both heavily illustrated.

ART IN EAST AND WEST. By Benjamin Rowland, Jr. Harvard University Press. $5. A picture-and-text study of the art of two cultures, Oriental and Western, together with matching photographs of representative works of both cultures to show the contrasts—and the similarities—of the two traditions in style, iconography, and technique.

ASSIGNMENT: CHURCHILL. By Inspector Walter H. Thompson. Farrar, Straus & Young. $3.75. An old guard's-eye view of Sir Winston, done by an old Scotland-Yarder whose job it was to guard the Prime Minister for twenty years, both before and after he became an old guard's Prime Minister.

AUNTIE MAME. By Patrick Dennis. The Vanguard Press. $3.50. Our hero is a wealthy sprout who was left—during a cocktail party—on the gold chaise-longue of his rich and rebellious Auntie Mame, and, as he grows up, these two manage to have shaking adventures into progressive education, Princeton, Park Avenue, and other rough places.

THE BOMBAY MEETING. By Ira Morris. Doubleday & Co. $3.95. Another novel with a novelist as its chief character, this one being the search for the scars and magic of life which will make him write better, all told amid an Eastern-Western conference of—of course—novelists.

THE CAPTAIN LEAVES HIS SHIP: The Story of the Captain of the S. S. *Batory*, Jan Cwiklinski. As told to Hawthorne Daniel. Doubleday & Co. $4. Mr. Cwiklinski tells what it was like to be a captain on a Polish liner when Polish liberty disappeared under the Communists.

CLASSICAL AFRICAN SCULPTURE. By Margaret Trowell. Frederick A. Praeger. $6. A dual approach toward its subject matter, arguing that African sculpture must be understood in context of the culture which created it as well as in the context of esthetics. Mrs. Trowell proceeds to do exactly that.

COMMON SENSE AND WORLD AFFAIRS. By Dorothy Fosdick. Harcourt, Brace & Co. $3.50. A hopeful listing of twelve common-sense principles which work with local and domestic problems and should, therefore, Miss Fosdick reasons, work with such international complications as armament policies, economic aid programs, Kremlin negotiations, and other affairs. The author, a daughter of Dr. Harry Emerson Fosdick, is the only woman ever to have served on the Policy Planning Staff of the State Department.

THE DARKNESS UNDER THE EARTH. By Norbert Casteret. Henry Holt & Co. $3. The adventures of a man who makes a sport of exploring caves and who tells of some frosty silences and some sinkholes he has thereby encountered.

DIPLOMATIC CONCLUSIONS. By Roger Peyrefitte. The Vanguard Press. $3.50. Some diplomatic diversion about occupied Paris during the days of the Gestapo and the collaborationists, all done in the mood of light chicanery.

DOC HOLLIDAY. By John Myers Myers. Little, Brown & Co. $4.50. A biography of a Georgia dentist who, nearly dying of consumption, ditched his drills, made for the West, and managed to survive better as a gunman than he would have as a dentist.

FACE VALUE. By Robert Standish. Doubleday & Co. $3.50. A bucketful of ribald and startling stories, ranging from the recollections of retired British colonels and their ladies to those of Chinese magicians, thieves, and cuckolds. By the author of "Elephant Walk."

THE FOUR WINDS. By David Beaty. William Morrow & Co. $3.50. An airborne tale of some pilots and of their marital and extramarital troubles. A Literary Guild selection for February.

THE FRENCH LABOR MOVEMENT. By Val R. Lorwin. Harvard University Press. $6. A detailed survey of the ins and outs of the French trade unions from 1789 to 1953, and of their relation to the French Government, the Communist Party, etc.

THE HEALER. By Frank Slaughter. Doubleday & Co. $3.95. Cranial wounds, dead patients, shaky surgical hands, but Mr. Slaughter has not faltered.

HISTORY OF CHRISTIAN PHILOSOPHY IN THE MIDDLE AGES. By Etienne Gilson. Random House. $7.50. A scholarly treatise on the men and ideas, religious and philosophic, which led to medieval scholasticism.

HOME AGAIN. By James Edmiston. Doubleday & Co. $4. All about what happened to a family of Japanese-Americans when they were freed from their Colorado internment camp and could return to their flower gardens in California.

THE HUMAN CAREER. By Robert Ulich. Harper & Bros. $3.50. A scholarly presentation of Dr. Ulich's philosophy of Self-Transcendence—a process by which, apparently, man has managed to ennoble himself a little by forming metaphysics out of speculation, thought out of theory, ethics out of practicality.

INVITATION TO AN EASTERN FEAST. By Austin Coates. Harpers & Bros. $4. The author tries to share his Asiatic experiences with the reader, particularly those which he had with some average-educated Asians who have a lot more in common with average-educated Westerners than, says the author, the average-educated Westerners suspect.

JET: The Story of a Pioneer. By Sir Frank Whittle. Philosophical Library. $6. The story of the invention by Sir Frank of the world's first jet plane, culminating in its successful flight on the evening of May 15, 1941, at the Royal Air Force Station at Cranwell in Lincolnshire.

LEWIS CARROLL. By Derek Hudson. The Macmillan Co. $4.50. An un-Victorian biography of the kindly but touchy writer, containing much that is new, such as material discovered at Christ Church, Oxford, some letters owned by American collectors, some analysis of his handwriting at different eras made in the hope of assessing a highly complex character.

MAHATMA GANDHI. By Vincent Sheean. Alfred A. Knopf. $2.50. Mr. Sheean, who once emphasized Gandhi's spiritual nature in "Lead, Kindly Light," now emphasizes the political and practical nature of the man who every now and then managed to outdo the British politically and practically as well as spiritually.

MY ZOO FAMILY. By Helen Martini. Harper & Bros. $3.95. This one all began when Mrs. Martini's husband, who is head keeper of the Lion House at the Bronx Zoo, brought home a new-born lion cub and asked his wife to save its life. Since then, which was a dozen or so years ago, Mrs. Martini has reared dozens of lions, tigers, leopards, jaguars, gorillas, and others, and is seemingly very pleased with them all.

OF TIME AND THE CALENDAR. By Elisabeth Achelis. Hermitage House. $2.75. A small plea for a revised—but still twelve-month—calendar which, if accepted, would be inaugurated in 1961, together with some history proving that calendars have always been a source of confusion.

THE ORIGIN OF RUSSIA. By Henryk Paszkiewicz. Philosophical Library. $10. A fundamental inquiry into how Eastern Europe got the way it is, this time linking its past in some new ways with Norsemen, Byzantium, the Tartar Golden Horde, and other early peoples.

PLANNING *YOUR* FINANCIAL INDEPENDENCE. By John E. Leibenderfer. University of Oklahoma Press. $3.95. Of an estimated forty-four million families in the U. S., only 61 per cent are putting any money away for a rainy day. Mr. Liebenderfer tries to help out.

THE PLEASURE IS MINE. By Mircea Vasiliu. Harper & Bros. $3.50. Some gay memories of a diplomatic life by a young Rumanian diplomat who received his earliest training in international relations in a nursery where Fräulein and Mademoiselle clashed over the League of Nations.

PORTUGAL AND MADEIRA. By Sacheverell Sitwell. British Book Centre. $4. A travelogue by Mr. Sitwell (who did "Spain" not so long ago) in which he makes Portugal seem soft, scented, and somewhat dazzling. Illustrated with seventy or so photographs.

PRISONER'S BLUFF. By Rolf Magener. Translated by Basil Creighton. E. P. Dutton & Co. $3.75. The adventures of two Germans who broke out of the Dehra Dun prison camp in Northern India during World War II, masqueraded as British officers and Swiss businessmen as the occasion demanded, and managed to make it to Japan and safety.

RECOLLECTION CREEK. By Fred Gipson. Harper & Bros. $2.75. The characters in this short novel have names like Hopper Creech and Vesper Creech and they all live on Recollection Creek and go to Salt Branch occasionally.

THE RENEWAL OF MAN. By Alexander Miller. Doubleday & Co. $2.95. A faith-is-on-the-boom book which has a try at showing that the modern analyst of our culture is forced to raise questions that can be met only by Christian answers. The modern analysts who are analyzed: Arthur Koestler, Graham Greene, Robert Penn Warren, and others.

THE SINGING AND THE GOLD. By A. B. Matthiessen. Doubleday & Co. $3.75. Some raw whiskey about Celia, a gal who was plunged into the sweltering mangrove jungles off the tip of Western Florida, and of how she survived. A fictionalization of an old Ten Thousand Islands legend.

THE SLANDER OF WITCHES. By Richard Gehman. Rinehart & Co. $3. A sorrowing little tale of a provincial Pennsylvanian who has been to Europe and can't put up with it all when she returns any more than the faceless crowd can put up with her. A novel by the author of "Driven."

THE STRUGGLE FOR MASTERY IN EUROPE—1848-1918. By A. J. P. Taylor. Oxford University Press. $7. A diplomatic history of the relations of the great European powers during the latter nineteenth- and early twentieth-century era of nationalism. The first published volume (which is to be Volume II) in a projected series to be called "The Oxford History of Modern Europe," the whole of which is to cover every European country from 1789 to the present time and to be worked up under the general editorship of Alan Bullock, who is censor of St. Catherine's Society, Oxford, and F. W. D. Deakin, who is warden of the university's St. Anthony's College.

THE SULTAN AND THE LADY. By Eric Linklater. Harcourt, Brace & Co. $3.50. A novel about a sultan of the old school who has a try at fighting off some British with a little blackmail, a little amusement, and some impudent philosophy.

THOMAS MANN. By J. M. Lindsay. The Macmillan Co. $3.90. An attempt to unify the works of the author of "Buddenbrooks," "The Magic Mountain," and "Doktor Faustus" and to find some common themes among them.

THE UNITED STATES AND ARGENTINA. By Arthur P. Whitaker. Harvard University Press. $4.75. A cool-headed account of the pathological symptoms which made Argentina what it is today under Peron, and of possible perils and profits of our co-existing with that country.

—JOHN HAVERSTICK.

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The Democratic Future

Continued from page 16

ideal. Democracies believe, and think they have learnt, that no government, no outside power, can indefinitely dictate or force this spiritual direction, or control the wants that spring from it. Rather, the teachers, the divines, the great and the humble saints (or, if you will, the demagogues or the corrupters) hold the ultimate influence. So in aggregate the result is a population of individuals whose wants are good or evil, reflect strength or weakness, build or tear down, as the case may be. At long last the resultant of all these wants determines progress. Yet each of these decisions is the personal and quite individual choice of everyone. They include the tiny courtesies of drivers who obey the law of the road or are kindly to neighbors—or refuse to do so—to larger choices whether the family income will be pledged to give the children a good education or to buying a series of flashy new cars. Now the new technical age is about to enlarge the possibilities of choice to unforeseeable extent. In a democracy politics and business will move to satisfy these choices.

The second group comprises decisions looking towards what may be called "discovery": development of new processes, new forms of community organization, new means by which the country and the world can reflect itself. Discoveries made and offered to a free-thinking democracy are the basis of tomorrow's decisions (as they were of yesterday's victories) over nature. Here, freedom has a long lead over any other organizing principle. For these discoveries, technical, industrial, social, or esthetic, are largely the fruit of lonely thinking by men and women who refuse to be limited by what they see. The scientist with his formula, the poet with his perception and his words, the painter with his vision, the social thinker striking new sparks from established facts—these are the "superior agents" of civilization. Democratic insistence on fostering and protecting freedom of thought, information, and expression here is essential. When democracy limits or threatens this freedom its day is done.

The third group of decisions relates to action. They determine how the new resources, scientific, artistic, social, or technical, shall be applied. These are decisions which make headlines. They are the stuff of the day's work. They are made by the men who, transiently, hold economic or political power.

Some of these power-holders are businessmen, like the managers of strong corporations. Some are Government officers, men who propose and execute measures running all the way from slum clearance to developing guided missiles. Businessmen and politicians alike in a democracy must work within the framework of wants and decisions developed from our first category; and the men of power must know them. As citizens they may by persuasion try to guide the choices of others. But as men of power they must, within reason, satisfy such choices, or be discarded. This means, necessarily, that a primary concern of democracy must always be the purity of the process of public-opinion formation. Propaganda machines, run either by governments or by corporations, are all too likely to mistake for public wants the echoes of their own tom-toms.

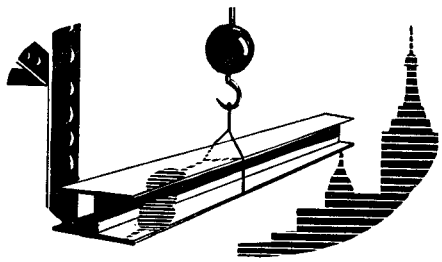
The fourth and fast growing group of decisions offers the real puzzle. These are the primary technical determinations. Shall we develop the hydrogen bomb? Shall we automatize half our industry? What price do we pay for doing—or not doing—each? How and by whom is the price to be paid? What human life is interrupted, and how is the interruption to be redressed? Such decisions are hazardous and difficult. Technical considerations play a very high part in them—and here popular opinion on which democracies commonly rely is at its weakest. The technician alone can make reasonable estimate as to whether defense can shift from a manpower base to a mechanical base; whether new cities should be built for atomic power, or whether industry should be wholly decentralized. His is the best guess as to consequences. Laymen, having little knowledge of the consequences or the alternatives, are apt to be wrong in their instinctive judgments. (Even experienced men can err. Real-estate experts with top-technical advice constructed the Empire State building some years ago and its tower was designed to be a mooring mast and landing for dirigible balloons. The tower is still there; it makes a handsome revenue by charging admission as a show-place for visitors—and there is not a Zeppelin liner afloat in all the world!)

Probably the answer is that a democracy must state its wants. Technical men will be asked to suggest methods by which these can be met, and to state the price and probable implications of meeting them. Then, the general opinion must guide action. One remembers the Spanish parable: "God offered man all the world and said, 'Take anything you want—and pay for it!'."

FROM this analysis, perhaps, emerges the outline of the real struggle democracy must win in this unexplored territory we see from the newly-scaled ridge of our technical hill-top. What is really happening is this. Twentieth-century technical civilization is offering to every individual a range of choices of material life beyond all dreams of the Utopians of yesterday. Already the average workman can buy all the books he wants for a quarter and read them, or he can listen to radio programs. He can save money to educate his children, or he can spend his vacations in Florida. Tomorrow he may be able, economically, to satisfy all these choices at once and still have unlimited future possibilities. Yet his day is still only twenty-four hours long; his mind has only stretched about so far. *For the first time in recorded history a huge population is concerned with the problem not of living, but of what life they want to live.* The "good life" of the Greek idealists will be within reach if we know what to choose.

So we return, as we must, to the minds of men. This choice is a matter of the mind and the spirit. I think there is already an awareness of this. It is no accident that the books most urgently sought are those of philosophers (good or bad); that the men whose acclaim is greatest are men like Albert Schweitzer who have some claim to philosophic greatness; that Lincoln is honored not as an American politician but as an American saint.

American democracy, despite its dust and thunder, its vulgarities and its cacophonics, has always sought, esteemed, and ultimately honored the still, small voice of its leaders of the spirit. So I think it will find its way through the uncharted, unlimitedly productive, lush, dangerous, tempting, and splendid wilderness it has now laid open to the world and to civilization.



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The Revolutions of Power

Continued from page 19

more than offset by the present indicated high cost of the atomic reactor compared to the furnace and boiler for conventional fuels. The investment in a conventional power plant for normal fuels averages about $150 per kilowatt of capacity. There are certainly no very accurate figures on the cost of an atomic-power plant but it appears the investment may be about twice that of today's conventional units. If one follows this assumption through the use of atomic power would increase the cost of electricity by about 0.3 cents per kilowatt hour.

In short, present evidence indicates atomic energy cannot compete successfully in the field of electrical power production primarily because electricity is available today at an extremely low cost. Appreciable advances in the art will be required for atomic energy to be widely used for this vital purpose in America. A vigorous research program to accomplish this objective is being carried out by the Atomic Energy Commission and many private enterprises are becoming interested.

When uranium is fissioned to produce energy radioactive materials are created and other particles known as neutrons are released. They are, as we know, highly harmful. Man must protect himself by surrounding atomic reactors with massive shields, often taking the form of concrete several feet thick. For this fundamental reason no way has been pictured, as noted earlier, in which atomic energy will be useful for automobiles, trucks, and buses.

It may have application to aircraft for certain military uses but it is doubtful that it will be applied for civilian air transportation.

Atomic energy is seemingly adaptable for powering railroad locomotives. Even so, there are real problems to be overcome. And there is, again, the high cost factor. In addition there are major hazards. An atomic-powered train involved in an accident could release radioactive materials severely endangering a considerable area.

In transportation probably the most feasible use of atomic energy is in ships. It should have marked advantages for military vessels by largely eliminating the need to transport fuels to different parts of the world under war conditions. For most commercial vessels power requirements may not be high enough to justify the expense of an atomic plant. And the hazards remain a sizable factor to be overcome in each instance.

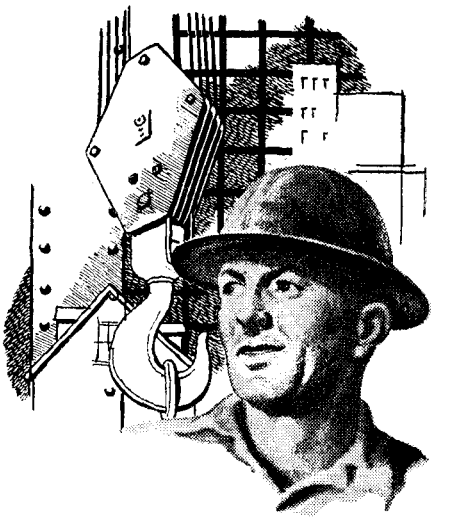
Will homes be heated with atomic energy in the near future? Probably not, from what we now know, unless one wishes to invest more in a heating plant than in the house itself.

For heating large groups of buildings in cities the outlook is more optimistic because of the much greater quantity of heat involved. Also there are undoubtedly numerous services which atomic energy can supply within the wide variety of industrial activities requiring electricity and heat. No detailed investigation of these possibilities have been reported, however, and it appears that the more significant uses of atomic energy in the near future are outside these fields.

Atomic reactions can and do produce new types of radioactive materials that offer powerful tools for research and the additional knowledge gained with these tools will in itself offer a very great benefit from atomic energy. Most progress has been made in using these new tools in medical and agricultural research.

IT has been stated by a leading authority in the field that the use of radioactive isotopes produced in atomic reactors has already advanced the state of medical knowledge by the equivalent of what it would otherwise be twenty-five years from now. In particular, radioactive isotopes have allowed progress to be made on diseases frequently occurring among older people, including cancer, heart ailments, and arthritis. Medical research, using these new radioactive isotopes and materials made from them, is being carried out along three main lines: one is to obtain a better knowledge of biological processes, a second is for diagnosis of diseases, and a third for treatment of diseases.

Radioactive iodine, which can be produced in atomic reactors, has proved very helpful in the treatment of thyroid cancer and as an aid for studying basal metabolism. Radioactive phosphorous gives excellent control of a normally fatal disease which is caused by hyperactive bone-marrow producing too many red blood corpuscles. Radiation from active isotopes has been helpful in treating cancer of various forms. In particular, radioactive iodine and phosphorous have allowed accurate determination of the location of brain tumors and this in turn has aided where surgery is applied for removal of the tumor. Numerous other examples of the importance of radioactive isotopes could be given and new uses are being found every day.



In agriculture much new information has been obtained through the use of radioactive isotopes as tracers. A better knowledge has been obtained as to the value of the various types of fertilizers and the depth in the ground at which they should be applied to give most effective results. Through the use of isotopes it has been found that plants are capable of utilizing fertilizers by absorption through their foliage in addition to absorption through their roots, and this in turn may lead to new methods of stimulating plant growth. Radioactivity increases mutation of plants and animals and makes possible the more rapid development of new species which may be more disease-resistant or have other more valuable features. It can be expected that, through the knowledge gained in studies with radioactive isotopes, the world's food supply can be very substantially increased.

The radiations from atomic reactors or from materials treated in atomic reactors have been found to cause many chemical reactions to proceed that would normally require use of high temperatures or catalysts, or both. In certain cases radiation causes reactions which have not been carried out before. Thus, it is likely energy from atomic radiations will extensively be applied in the oil and chemical fields for the production of new and valuable materials. Already radioactive isotopes are being applied in oil pipelines and in oil producing operations as "markers" or position indicators.

At this time two great benefits to mankind are foreseen from atomic energy. One is a great extension of the world's potential supplies of concentrated energy. The second is the contribution that atomic energy has made and is making to medicine, agriculture, and research in general.

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Reading for Executives

IN PRESENTING his annual list of books for the professional executive Sumner Slichter, Lamont Professor at Harvard University, points out that these books ought to be read, at least in large part, during office hours and as a routine part of the top manager's job. "Much of the out-of-office reading of executives is for pleasure, inspiration, or cultivation," he explains. "The executive, like everyone else, wishes to get away from his work and much of his reading helps him to do this. That is why one finds adventure, history, and even fiction high on the list of titles read most frequently by executives. Executives have a strong tendency to select for their general reading the books that are most popular with other readers. The harder the executive pursues his job by increasing his professional reading the more carefully he should seek relaxation and inspiration by non-professional reading."

By SUMNER SLICHTER

PRODUCTIVITY REPORT ON INDUSTRIAL ENGINEERING. *By the Anglo-American Council on Productivity. Office of Technical Services. Department of Commerce.* $1.25. American industrial management and research as seen by a team of distinguished British managers and engineers.

THE TWENTIETH CENTURY CAPITALIST REVOLUTION. *By A. A. Berle, Jr. Harcourt, Brace & Co.* $3. A searching exploration of some of the fundamental problems with which top managers of giant corporations deal, such as the effect of their operations on the community, on the good life, the moral and legal right to discharge employes who are alleged to be security risks.

THE CHALLENGE OF MAN'S FUTURE. *By Harrison Brown. Viking Press.* $3.75. Bold and imaginative but well-documented speculation as to whether man has the power and intelligence to preserve the benefits of machine civilization for the fifth of the world's population that now enjoys them and to extend these benefits to the four-fifths who still live outside the machine culture.

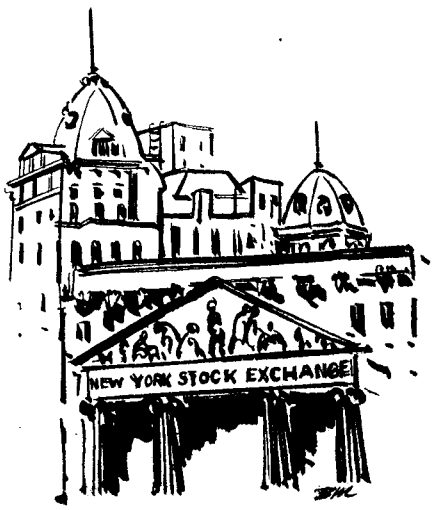
HOW TO INCREASE EXECUTIVE EFFECTIVENESS. *Edited by E. C. Bursk. Harvard University Press.* $3.25. Discussions of organizational structure and executive development methods and programs by leading executives, consultants, and others at a conference at the Harvard Business School.

DEFENSE AGAINST RECESSION. *Committee for Economic Development. Free.* A simple and brief but well-informed analysis of the problem of limiting the ups and downs of business with specific suggestions for action by business and Government.

LONG-RANGE ECONOMIC PROJECTION. *By the Conference on Research in Income and Wealth. Princeton University Press.* $9. Technical but stimulating discussions of the problems of judging future trends of the national product, productivity, manpower, population. Government expenditures by projections of past trends.

ECONOMIC REPORT OF THE PRESIDENT. *1954. By the Council of Economic Advisers. Government Printing Office.* 65¢. One of the best descriptions of the American economy and one of the best discussions of the problem of keeping the economy stable and expanding with special reference to what the Government should and should not do.

PENSION PLANNING: EXPERIENCE AND TRENDS. *By W. J. Couper and Roger Vaughan. Industrial Relations Counselors.* $5. Important and thoughtful analysis of the fundamental issues involved in the establishment of private pension plans.



SIX UPON THE WORLD. *By Paul F. Douglass. Little, Brown & Co.* $4.95. An exploration of the problem of building an American culture adequate for the responsibilities of a highly industrialized society presented through the life histories of six leaders of quite diverse background and philosophy.

THE ATTACK ON BIG BUSINESS. *By J. D. Glover. Graduate School of Business Administration, Harvard University.* $4. A trenchant and well-documented statement, interpretation, and analysis of the criticisms of big business on economic, political, social, and moral grounds.

HOW TO LIE WITH STATISTICS. *By Darrell Huff. W. W. Norton & Co.* $2.95. An elementary but amusing discussion of common errors and abuses in the present-day presentation of statistical material.

MANPOWER IN THE UNITED STATES. *By the Industrial Relations Research Association. Harper and Bros.* $3. Sixteen essays on the manpower problems and policies of the United States with important constructive suggestions in the field of scientific and managerial personnel.

THE NATION LOOKS AT ITS RESOURCES. *Edited by Henry Jarrett. Resources for the Future, Inc.* $5. Report of the mid-century conference on the adequacy of our resorces, the possibilities of increasing them, and the problems of using them.

POTENTIAL ECONOMIC GROWTH OF THE UNITED STATES DURING THE NEXT DECADE. *By the Joint Committee on the Economic Report. Government Printing Office.* 15¢. Important and illuminating factual analysis of conditions making for growth both in the capacity to produce goods and the capacity to demand goods. Indispensable for long-range planning.

BIG ENTERPRISE IN A COMPETITIVE SYSTEM. By A. D. H. Kaplan. *Brookings Institution.* $4. Compact and clear presentation of the facts about the extent of big enterprise and concentration of production, the turnover among big concerns, the role of big enterprise in price competition, research, and innovation.

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INDUSTRIAL CONFLICT. *Edited by A. Kornhauser, R. Dubin, and A. M. Ross. McGraw-Hill Book Co.* $6. Forty essays by psychologists, sociologists, and economists analyzing the causes and conditions of industrial conflict and attempted methods of dealing with it.

AUTOMATIC MERCHANDISING. *By Martin V. Marshall. Division of Research, Harvard Business School.* $3.50. Excellent study of developments and possibilities of selling goods by machines which have no hours and take no holidays.

REGULARIZATION OF BUSINESS INVESTMENT. *By the National Bureau of Economic Research. Princeton University Press.* $8. Twenty-six economists discuss the possibilities of regularizing business investment—the conditioning factors, methods, and problems.

THE UTILIZATION OF SCIENTIFIC AND PROFESSIONAL MANPOWER. *By the National Manpower Council. Columbia University Press.* $3.50. Report of a conference on how to increase and to use more effectively America's most valuable resource—scientific and professional personnel.

PEOPLE OF PLENTY. *By David M. Potter. University of Chicago Press.* $3.50. A bold and provocative but not always successful attempt to explore the effects of abundance upon the American character.

DETERMINING THE BUSINESS OUTLOOK. *Edited by H. Prochnow. Harper & Bros.* $6.50. A collection of essays on various indicators of business trends and their use with considerable emphasis upon the limited usefulness of the available data.

A FOREIGN ECONOMIC POLICY FOR THE UNITED STATES. *By Clarence B. Randall. University of Chicago Press.* $1.95. (See page 23.)

CALL TO GREATNESS. *By Adlai Stevenson. Harper & Bros.* $2.25. Wise and delightfully presented reflections on the difficulties and perils of the troubled age in which we live and the challenge they present to American maturity, responsibility, and patience.

REALISTIC DEPRECIATION POLICY. *By George Terborgh. Machinery and Allied Products Institute.* $6. A searching examination of the need for reforms in business practices for making financial provision for capital consumption.

Atoms and Automation: A Check-List

Briefly noted below, in the order of increasing specialization, are some books currently available that deal with non-military aspects of atomic energy and with the new field of "automation."

INTERNATIONAL BIBLIOGRAPHY ON ATOMIC ENERGY. *Compiled and published by the United Nations. 2 vols.* $3.50.

Volume One deals with political, economic, and social aspects, Volume Two with scientific aspects. Frequent supplements are issued to keep the listings up to date.

REPORT ON THE ATOM. *By Gordon Dean. Alfred A. Knopf.* $5.

An excellent layman's introduction to the whole field of atomic energy. Although this survey of the first ten years of the atomic age covers military as well as peaceful uses, its attention to the latter, and especially to the physical and legal problems of atomic production, is adequate. The author is a former U.S. Atomic Energy Commissioner.

ATOM AT WORK. *By Jacob Sacks. Ronald Press.* $4.

Dr. Sacks, both an M.D. and a Ph.D., uses his experience at the Brookhaven laboratory to give a readable, nontechnical picture of modern thought about the atom and the prospects for both industrial and scientific uses for atomic energy.

ECONOMIC ASPECTS OF ATOMIC POWER. *By Sam H. Schurr and Jakob Marschak. Princeton University Press.* $6.

This book is an exploratory study that tries to predict the problems that will have to be met in applying atomic power to such branches of industry as railroad transportation, iron, steel, cement, glass, aluminum, and residential heating. Since it describes industrial situations that as yet hardly exist it is perforce extremely imaginative, but in a thorough and practical way.

SCIENCE AND ENGINEERING OF NUCLEAR POWER. *Edited by C. D. Goodman and others. Addison-Wesley Co.* $7.50.

Twelve chapters, each by an authority in his field, giving details of nuclear pile design and its practical applications, as well as the industrial significance of the fundamental scientific knowledge that has emerged from development of the atomic bomb.

ATOMIC ENERGY—INDUSTRIAL AND LEGAL PROBLEMS. *University of Michigan.* $5.

A symposium of technical papers by various authorities.

MINERALS FOR ATOMIC ENERGY. *By Robert D. Nininger. D. Van Nostrand Co.* $7.50.

Peacetime needs for atomic raw materials have sent many prospectors, both

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amateur and professional, into fields where they have discovered workable deposits of fissionable materials. This guide for the prospector gives complete descriptions of the mineral deposits that yield uranium, thorium, and beryllium, shows how to locate and identify them, what equipment to use, and how to market discoveries. Comprehensively illustrated, and supplied with detailed appendices on identification, classification, and analysis of atomic minerals, this volume is the work of the Deputy Assistant Director for Exploration of the Atomic Energy Commission.

SOURCEBOOK ON ATOMIC ENERGY. *By Samuel Glasstone. D. Van Nostrand Co.* $3.75.

Produced under the auspices of the U.S. Atomic Energy Commission, this is a complete and semi-official treatment of the entire field of atomic energy: fundamental scientific concepts, history, the bomb itself, industrial uses, and scientific and medical applications. It is directed toward the intelligent layman.

ENERGY IN THE FUTURE. *By Palmer Putnam. D. Van Nostrand Co.* $12.75.

What is the maximum plausible demand for low-cost energy from nuclear fuels that can be expected within the next fifty years.

ATOMIC MEDICINE. *Edited by C. F. Behrens. Thomas Nelson & Sons.* $7.50.

A pioneer textbook intended for the practising physician but useful in many respects to the layman interested in the possible effects of radiation on the human body.

INTRODUCTION TO NUCLEAR ENGINEERING. *By R. L. Murray. Prentice-Hall.* $9.35.

A textbook for engineers and engineering students.

INTRODUCTION TO NUCLEAR ENGINEERING. *By Richard Stephenson. McGraw-Hill.* $8.

Also a textbook, covering the same ground as its namesake above.

NUCLEAR REACTOR THEORY. *By Samuel Glasstone and Milton C. Edlund. D. Van Nostrand Co.* $4.80.

A textbook for engineers and scientists who wish to learn the theory of the construction and operation of nuclear reactors. Although there are four introductory chapters on the physics of the nuclear reactor, the main body of the book is devoted to the principles involved in producing thermal-neutron chain reacting systems.

AUTOMATION. *By John Diebold. D. Van Nostrand Co.* $3.50

An exploration of the industrial and social implications of the development of automatic machines to carry on, correct, and control complex, repetitive processes in factories and offices.

THE DESIGN OF SWITCHING CIRCUITS. *By William Keister, Alistair E. Ritchie, and Seth H. Washburn. D. Van Nostrand Co.* $8.

The authors, members of the Bell Telephone Laboratories, present here a technical introduction to the design of the circuits that are basic to digital computers, telephone switching systems, control circuits, and large control systems.

—THOMAS E. COONEY.

The Automatic Factory

Continued from page 17

the equipment where the fine finishing is done to very close tolerances. The finishing machinery works the material and when the proper tolerances have been reached (if they have been exceeded, the shell is detoured out of the line to a reject line for inspection to determine whether or not it can be re-worked), it is discharged to a nose shaper, thence to a band seat groover, to the band press and through the paint line. Final inspection then takes place with automatic gauging equipment as well as final visual inspection, and the completed shells are then palletized, ready for shipment. The time taken for a billet to pass through this whole process is approximately one-third that required in conventional manufacture of such shells.

It is impressive to watch this tremendous plant operating and to listen to the sounds of the metal being worked in so many ways at such a rapid pace, to see the whole operation being conducted through stations throughout the plant, full of blinking lights and clicking relays, attended by one or two men at each station. The control stations are actually a type of computer mechanism and are interconnected so that trouble in any department is relayed forward and back along the line and the equipment is automatically slowed down or completely stopped, as each case requires, until the trouble spot has been corrected (in a good example of what is commonly called "feedback"). This work too is done by computer controlling mechanisms and is indicated by them to the control operators by means of varying combinations of lines of colored light, since it has been found that the human mind reacts to two keys faster than to one, hence the variety of color and shape in the lights on our boards.

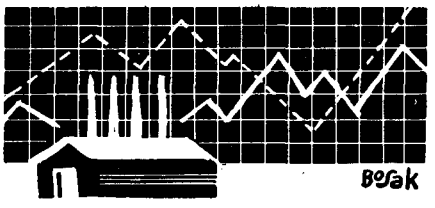
FULL automation, or even the approach to full automation, naturally poses huge problems for responsible American business management. It often has been thought that automation in its ultimate sense in any industrial plant is a desirable goal because it will reduce labor costs in the manufacture of a particular article. But reduction of labor costs is only a part of the point. Another highly desirable feature of automation, in relation to labor, is the fact that machines are easier to control than people (and this is a blessing in our democratic society). The more machines the fewer people, and therefore the easier the control problem. And more exact controls can produce a more uniform product.

But this has nothing to do with costs. Product uniformity by itself does not bring about a reduction in cost or selling price. The most it can do is to make it possible to increase the volume of low-cost production, which—but only if sold in step with such production—will ultimately bring about a reduction in selling price.

Also, an important point is that there are hidden costs in automation which may or may not be recognized by companies flirting with the idea of automatizing their plants. The design and engineering cost of an automatic plant is far in excess of the cost for the same non-automatic but modern plant. Installation costs are greater, and the cost, including the complex control equipment, is vastly greater.

For example, a three-cycle press, performing three pressing operations in rapid rotation without removing the object being pressed, costs much more to begin with than a single-cycle press. Its installation cost alone is perhaps 20 per cent greater, and if to this cost is added the cost of the specialized feeding, turning, and discharging mechanisms that handle the pieces that flow into and out of the press, it can be seen that the overall cost is much larger than that of a single-cycle press with hand-labor for feeding, turning, and discharging material. Such a piece of equipment can pay for itself only if the volume of product it can process is three or four or more times greater than was possible before, and then only if the equipment is maintained in better operating condition—and maintenance costs are undoubtedly higher on automatic equipment. Finally—and most important—this larger volume of production must be sold.

In terms of the consumer, automation is one cog in the industrial process that will undoubtedly produce opportunities for different product design—design more compatible with automatic manufacturing. A corollary of this is more uniformity, probably better quality, ultimately lower prices. It is also conceivable, however, that the influence of style



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will be somewhat lessened if automation comes into fuller bloom, for changing product lines will be more expensive and far more laborious in an automatic factory. As a result, the inclination may be to freeze design and style for longer periods of time than we have become accustomed to. Frequent changes in the factory set-up, despite, perhaps because of automation, would increase costs and prices.

For these reasons, it is likely that manufacturers of luxury goods, where costs are high and high selling prices do not scare the consumer away, will not be good prospects for automation. Included among such manufacturers would be producers of high-style goods of all descriptions. On the other hand, service businesses such as instalment finance companies, banks, and the like have always been in the forefront of automation; since the vast amount of workmanship in such industries is highly repetitive, much of it has already been transferred to office machinery which does the paper processing after the basic information has been hand placed on control records. The outlook in such service industries is for more and more complete automation.

To sum up, automation is not new, but as our economy becomes more industrialized automation becomes more important, and vice versa. The complex new control equipment introduced since the war inevitably has speeded up the evolution of automation, but the rapidity with which automation will be extended from here on will depend upon even better designs for control equipment than we enjoy today. All the control problems, as witness Republic Aviation's plight, are far from licked, and the military is still far ahead of industry in this area. Also, there are pure industrial and management problems to be overcome—advanced plant design to contain automatic equipment, advanced product design to permit automatic manufacture, better plant layout engineering to produce the best results from the installation of automatic equipment, adequate financial strength to purchase automation, and greatly improved selling techniques to be applied to the volume of goods moving from automatic factories. And we will need a cooperative labor force each step of the way.

In spite of all these hurdles, however, the probabilities are that automation's pace will become swifter and swifter during the next twenty years, and today's child will be accustomed to thinking of the industrial process in somewhat different, more advanced terms than we can even now visualize.

Business Books

Continued from page 23

and the industrial worker on the one hand and the farmer on the other are inextricably woven together in this problem. As the matter stands some 12 per cent of our agricultural produce must move overseas, since it constitutes oversupply with respect to the domestic market. If this percentage of the total production cannot be marketed abroad farm production must be curtailed by 12 per cent. Surely the public will not long countenance the madness of paying from the public treasury for commodities not needed and not marketable."

Obviously the temptation to quote Mr. Randall is almost irresistible. But this quotation should not be allowed to give the impression he is unduly preoccupied with promoting trade with the shrouded lands dominated by Soviet Russia, although he feels that the most healthful and hopeful way to pierce the Iron Curtain is through commerce. His principal and overriding concern is with making trade flow more freely between the United States and our "good partners" around the world in a manner to insure the economic health of all.

We live in a sick world economy today. Our vast foreign aid program, even as it has alleviated the agonies of this economy, has also served to conceal from the American people the gigantic disparity in trade—the dollar gap—that troubles us and our allies and will continue to until we make it possible for them to do business with us on some basis of fair competition. In the period since the war the average world dollar deficit has been on the order of four billion dollars a year, and in the worst year, 1947, it rose as high as eleven billions.

To cope with this menacing gap Mr. Randall argues we must not only substitute trade for aid, but that we must conduct our commerce with the rest of the world as we do among ourselves. He writes:

> . . . it is no coincidence that our economic way of life and our high standard of living are found together. One brings the other to pass. Nor is it coincidence that among the nations that are struggling to clear away the debris of war those which have advanced furthest are those which have come closest to our formula.
>
> It would seem to follow therefore that the foreign economic policy of the United States should be devoted to the furtherance of these three principles, the reliance upon private effort and intelligence called forth by proper

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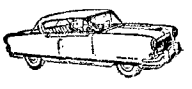

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incentives, the governing control of vigorous competition, and the registering of choices through the free market. If these factors have brought us the greatest material prosperity the world has known, they should produce the same effects if fully released in the world at large, and thus reflect still greater economic progress for our own country.

Mr. Randall makes clear with a simplicity and concreteness that are models for discussion of such a complex and abstruse subject, that through excessive protectionism we do not protect our high standard of living.

> Each day decisions are being made by harassed men, in our Government and for that matter in many other Governments, in the field of foreign economics. These decisions touch intimately the life of the ordinary citizen, but their impact is obscure to him. Often he would be badly frightened if he knew, but he doesn't.
>
> His welfare is affected in two ways: first in terms of security, and secondly in terms of his future economic well-being. . . .
>
> But peace is still a real possibility, not only fervently prayed for, but a reasonable goal toward which all men must give their best effort all of the time. In terms of peace sound foreign economic policy is urgently required. Likewise, our internal economy demands a steadily rising volume of production, and since the whole world wants our goods if only it can pay for them who can doubt but that our economic future will be more secure with the whole world for our market than with artificial limits set around our efforts by our national boundaries?

Behind this brief volume is the drama of a group of public-spirited men called into Government service by President Eisenhower to grapple with this "vast and complex" problem of U.S. foreign trade. One who has doggedly and "humbly" educated himself in this field is Mr. Randall, and he has now dedicated himself to championing the President's freer trade program with Congress.

Before the politicians, business leaders, spokesmen for special interests, and the "America-Firsters" opposed to freer trade assail him in the corridors and committee rooms and on the floor of Congress they should first do him the justice of reading his book. In fact, few things would be more helpful than placing this book in the hands of every member of Congress and every one of the hordes of witnesses, pro and con, now ready to descend on Washington to join in this historic debate.

Fortune at the Front Door

"How I* Multiplied *My Income and Happiness in Selling" *(Prentice-Hall. 315 pp. $3.95) and* ***"How I Raised Myself from Failure to Success in Selling," both by Frank Bettger*** *(Prentice-Hall. 276 pp. $3.95) are perhaps the most influential books on salesmanship today. John Haverstick investigates the advice they offer in the essay below.*

By John Haverstick

LAST week, having heard that just about the best life insurance salesman in the country has published another book, we hurried around to the offices of his publishers to get a copy. This one is called "How I *Multiplied* My Income and Happiness in Selling" and it is by the same man, Frank Bettger, who five years ago wrote "How I Raised Myself from Failure to Success in Selling," a book which is still selling itself steadily (275,000 copies) for its publishers and for Mr. Bettger. When "How I Raised Myself . . ." first came to the editorial offices of Prentice-Hall, one of its editors, Edward F. Boyd, was so impressed with its message that, though he was presumably successful enough as an editor to plump for its publication, he quit the publishing business and became a life insurance salesman up in Connecticut, where, we understand, he is doing nicely. So far, "How I *Multiplied* My Income . . ." has not produced comparable results, though this hardly seems to be the fault of Mr. Bettger. For Mr. Bettger's first book was a comparatively dull rehash of his life of selling. It is in the second book that he really gets down to actual cases and tells, blow by blow, of his selling techniques in action.

Mr. Bettger, as he reports it in "How I Raised Myself From Failure to Success in Selling," was a down-and-out minor league baseball player with a bad arm (the result of picking up a swinging bunt) when he first got into business. As a start, he began riding a bicycle around the streets of Philadelphia, collecting old bills for a collection service. Then he got smart and got into life insurance.

"The next ten months were the longest and most disheartening months of my life," he later wrote. "A dismal failure at selling life insurance, I finally concluded that *I was never cut out to be a salesman* [italics Mr. Bettger's], and began answering want ads for a job as a shipping clerk." Fortunately, however, he realized that "no matter what work he tried to do, he had to overcome a strange fear-complex that possessed him." So he joined one of Dale Carnegie's courses in public speaking at the local YMCA.

"One night," Mr. Bettger has written, "Mr. Carnegie stopped me in the middle of a talk. 'Mr. Bettger,' he said. 'Just a moment . . . just a moment. Are you interested in what you are saying?' 'Yes . . . of course I am,' I replied. 'Well, then,' said Mr. Carnegie, 'why don't you talk with a little enthusiasm? How do you expect your audience to be interested if you don't put some life and animation into what you say?' Dale Carnegie then gave our class a stirring talk on the power of enthusiasm. He got so excited during his talk, he threw a chair up against the wall and broke off one of its legs."

IT WAS, according to Mr. Bettger's first book, this demonstration which was responsible for Mr. Bettger's success. "I shall never forget the first call I made the next day. I made up my mind that I was going to show my prospect the most enthusiastic salesman he'd ever seen in his life. I expected every minute to have the man stop me and ask if there was anything wrong with me, but he didn't. At one stage of the interview I noticed he raised himself to a more erect position and opened his eyes wider, but he never stopped me, except to ask questions. Did he throw me out? No, he bought!"

So did others buy. In fact, that year he sold $51,000 worth of life insurance, and began perfecting his techniques. Some of these he has condensed at the end of each chapter for ready reference. As Mr. Bettger learned, one of the toughest jobs for a salesman is getting names which lead to new sales. "Never let a sale run into a dead

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end," he advises. "Always play position for the next shot"—a nice phrasing of advice which he attributes, as he does much of his success, to his baseball experience. At the end of Chapter Four of "How I *Multiplied* My Income and Happiness in Selling," he has listed a series of "Magic Phrases That Produce Names and Leads." Here are some of them:

"How did you happen to get started in this business, Mr. McClennen?" ("This question," he has said, "*always* pleases men. The answer always runs into quite a bit of time, but I find it very inspirational. I have learned a lot about business and a lot about life in this way. In addition, the story usually brings out names.") Other Bettger come-ons: "What do you do when you are not working, Mr. Nixon? In other words, do you have a hobby?" or "Who is the most up-and-coming man you know, under fifty and successful? The kind of man you are!" or "Mr. Kroll, if your friend Fred McBrien were to walk in here right now would you hesitate to introduce me to him?" Mr. Bettger has never been known to let a sale slip through his fingers. "I always have a heavy X penciled where the prospect signs. I hand him my pen, and pointing to the large X say in a routine manner: *'Right here.'* Sometimes I say: *'Will you write your name here the same as I have filled it in at the top.'* I try to have the application form previously filled in, or at least have his name and address at the top. There is some sort of strange psychology back of this. I've never been quite sure what it is, but it makes the close easier for both the buyer and the salesman."

Even the chapter headings of Mr. Bettger's second book are helpful. They begin with "I Had Two Strikes on Me When I Broke Into Selling," and progress, among others, through "I Love to Deliver Rated Policies," "I Sold Him $137,500," "This Time Cost Me More Time and Energy Than I Calculated," "The Hell with It!" and "Bread Cast Upon the Waters . . ." In all, Mr. Bettger has written forty powerful, sales-packed chapters, each one well documented with the tricks of his trade.

The chief impact of Mr. Bettger's work has been felt, of course, in those circles to which he himself belongs, the selling circles. He and his publishers have received letters from the heads of sales organizations throughout the country. His first book has, for example, been praised by Eddie Rickenbacker, president of Eastern Airlines, who said, "It has stimulated our entire sales force. I have never seen anything that has caused more enthusiastic comment from our entire sales organization."

Institutional Bosses

***"A Guide to Modern Management Methods," by Perrin Stryker and the Editors of* Fortune** *(McGraw-Hill. 300 pp. $3.50), and* **"The Practice of Management," by Peter F. Drucker** *(Harper. 404 pp. $5), are two different and non-duplicative approaches to industry's key problem. Here they are reviewed by Alexander R. Heron, vice president of the Crown Zellerbach Corporation, author of "Why Men Work" and other books.*

By Alexander R. Heron

THE titles of two recently published books, "A Guide to Modern Management Methods" and "The Practice of Management," suggest some duplication or at least overlapping. But behind the titles the two books are basically different. Perrin Stryker, author of the first, is the reporter; Peter F. Drucker, author of the second, is the philosopher. Any serious member or student of management should read both, and will profit from each. Each author has penetrated the experience and even the thinking of management people to a degree that is both impressive and surprising. The result in each case is a colorful panorama of almost the entire range of management functions and problems.

Actually, both titles may be misleading. Mr. Drucker uses "practice" in a broad sense with a minimum emphasis on specific actions and a maximum emphasis on the economic and social function of management as a whole. "A Guide to Modern Management Methods" is not a set of prescriptions and recommendations, not a list of right things to do and right ways to do them. As a "guide" it is about as specific as the direction to a navigator to sail always toward the sun.

Mr. Stryker gives the facts, the experiences, the evaluations, which are likely to cure us of both addictions and prejudices in relation to the popular methods or tools of management. Drucker goes far beyond the specific tools and methods. He forces us to rethink completely our concept of management in a setting measured in breadth, in depth, and in time. The style of Perrin Stryker, and his collaborators, the editors of *Fortune*, is readable, interesting, dramatic. The style of Peter Drucker is annoying, thought-provoking, and nothing to read for relaxation. Any chapter of "A Guide to Modern Management Methods" is good and valuable read-

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ing in itself. Any chapter of "The Practice of Management" is an inseparable part of the whole book.

The reader of the Stryker book is likely to lose his faith in panaceas. But he will gain a knowledge of the devices which have been tried, each of which has succeeded in some situations, failed in others. The case histories and discussions are made live and valuable by the frank analysis of the results by the managements involved.

BOTH books do an excellent job of stripping the robes of magic and sanctity from some of our precious management practices and theories. Stryker does it by pointing out the doubtful success of many methods. Drucker does it by pointing out the basic fallacies on which many practices are conceived and adopted. For example, Stryker reviews the satisfactory and also the uncertain and often unsatisfactory results of profit-sharing experiments. Drucker goes to the very foundations to reveal the social and economic weakness of the profit-sharing theory. He leads to the realization that where profit-sharing seems to succeed as an employe-relations device it may be destroying the essential concept of the nature and function of profits. Stryker looks at the catalogue of management methods mainly in the perspective of the particular enterprise. Drucker's picture is oriented in a completely different setting and uses a different dimension. His benchmarks are largely outside the particular enterprise, and in a setting which almost involves humanity in the modern world. He does not ignore or minimize the internal goals, functions, and methods of management. But he measures each of them also against the dimensions of society, both national and international.

In its contrasting emphasis, Drucker's book is so basically attached to the concept of the time dimension that it would be otherwise meaningless. To him management is not merely people or a succession of people, but a functional force sharing the task of evolution of a world in the making.

Stryker emphasizes many of the new conditions which have forced management to seek and adopt new practices. He mentions the climb in the average ages of executives; the new problems of size, complexity, and specialization; the forced recognition of new social responsibilities. The book should stimulate every management to think about the use of these tools on its own problems. At the same time the book does much of the reader's thinking for him. It balances the virtues and the weaknesses or dangers of any practice, and usually reaches the conclusion for the reader. And almost always the conclusion is that no conclusion can be reached. It leaves no doubt as to the objectives but raises serious doubts as to the roads which will reach those objectives.

An early statement in the Stryker book conditions the reader to an attitude of healthy skepticism: In the last few years executives have heard of, read about, discussed, devised, applied, experimented with, and been disgusted at more management techniques than were ever dreamed of by Frederick Winslow Taylor, the father of scientific management.

The Drucker volume is frankly disturbing. While it suggests that people in management have reached too far in thinking about their responsibilities for the world and its ways it argues convincingly that they have not thought through the responsibilities in the field which is completely their own. Drucker decries the loose ambition of management to perform the functions of government, education, welfare, or others which are the responsibilities of other institutions. At the same time he emphasizes the unique and inevitable responsibility of the institution of management.

The serious reader of "The Practice of Management" cannot fail to gain a concept which is nothing short of a new faith. It will not be a faith in ritual or methods but a faith and hope in the contributions to be made by this new institution. To borrow the words from another Drucker title, the reader will catch a vision of the institution of management doing a large but well-defined task in building "A New Society." He draws a clear distinction between the duties of men in management and men in government. Yet the reader must feel the challenge for management in its truest sense in each of these fields. He will find a link between the philosophy of Drucker and the logic of A.A. Berle, Jr., in this sentence from Berle's "The Twentieth Century Capitalist Revolution." "Capacity to plan, united with power to give effect to the plan, is perhaps the highest trust granted to statesmen."

The hundreds of authors of other books on management owe a debt of gratitude to Peter Drucker. He may blast their theses, deflate their balloon images, or endorse their surveys on their logic. But in one volume he has given universal meaning to their efforts, lasting value to their interest in this new institution, Management.

Politics

Continued from page 33

he views with alarm the advancement of a man he dislikes for President or Vice President; he works overtime to get Woodring out of the Cabinet and his Chicago friend Frank Knox in; he discourses with ease about the frailties of the men and women who come across his screen.

The result of course is a fascinating volume. For Ickes not only undertakes to reveal the intimacies; he also has a knack for turning a phrase. His caricatures are deadly; his sentences can have a pulverizing effect.

One who lived these days and knew Ickes will sometimes be shocked at what he says. It turns out that casual luncheon conversations, aside remarks at dinners and teas, and hurried telephone calls were recorded for posterity. I think the Secretary was a faithful recorder. But, though I admired him greatly, I often wondered as I turned these pages if it were fair to friends to put into imperishable form fleeting observations of no importance beyond the particular moment. But there they are for all to read, when often they need no more remembering than yesterday's conversation over the coffee after a restless night.

The pages bring back a great nostalgia in those who were active during these critical years. And they will doubtless be mined over and over again for political ammunition against the people who occupied that stage. But their total effect is refreshing—refreshing for their candor, simplicity, and directness. In recent years fear has often leveled conversation to the mediocre. Not so in the days of Ickes. He is bold and unafraid and brings to public affairs a healthy criticism.

He is never better than when he himself is leading the attack in public or personally under fire. In 1939 Ickes was charged with being a tool of Communists; of being linked with subversive groups. The Dies Committee was enveloping Ickes with innuendoes. He called Dies "both a blatherskite and a menace." "I am going to give him all the rope that is necessary before making my formal reply . . . I am not a Communist and never could be one. . . . I confess with embarrassment that I have never even read Karl Marx, a book that one interested in public affairs should at least have read."

Ickes had his faults; and most of them are revealed in these pages. But first and last he was a true American, a real man, beholden to no group, fearful of no opposition.

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"The Government and Administration of New York," by Lynton K. Caldwell *($5.95),* ***"The Government and Administration of Mississippi," by Robert B. Highsaw and Charles N. Fortenberry*** *($4.95),* ***"The Government and Administration of Florida," by Wilson K. Doyle, Angus McKenzie Laird, and S. Sherman Weiss*** *($4.95), and* ***"The Government and Administration of Wyoming," by Herman H. Trachsel and Ralph M. Wade*** *($4.95), are the first four volumes in the new American Commonwealth Series, published by Thomas Y. Crowell.*

By L. L. L. Golden

THE TENDENCY of the Eisenhower Administration to give more responsibility to the states, reversing the direction of the twenty years of the Roosevelt and Truman Administrations, which will in all likelihood continue for some time, makes the new American Commonwealth Series exceptionally valuable. The first four volumes, which have just appeared, cover the states of New York, Mississippi, Florida, and Wyoming.

It seems odd that, while there are innumerable books on the organization and administration of the Federal Government, and no dearth, certainly, of published work on the organization of municipal governments and their functions, there is comparatively little literature on the government and administration of the states.

It cannot be because of the lack of importance of the states in the American federal system. The states, forming as they do a vital part of the system, are essential to the functioning of the whole plan and this new series is filling a need that has been too long neglected.

Each one of the books is well organized in solid, intelligent fashion, with all aspects of the states—the people, organized labor, political parties, constitutions, administration, and the state government's relationships with the municipalities included. Each of these volumes is an invaluable tool to all students and teachers working in the fields and will be of great help to newspaper editors and all others interested in the functioning of the states.

The series, edited by W. Brooke Graves, who is associated with the Legislative Reference Service of the Library of Congress, is well planned not only as to the contents of each volume, but to the choice of the writers.

EVEN the volume on New York State, one of the few states about which much has been written, brings together in one handy book a great deal that has not been touched by others and is probably the most comprehensive single source of information on what is by all odds the best run and best organized state in the Union.

After the recent bitter gubernatorial election in New York it is interesting to note that Professor Lynton K. Caldwell, the author of the New York volume, says that "there is probably no other American State today in which competence places so highly as a political value . . . Although not all New York governors have been men of administrative talent, it is doubtful whether any State could show a more able succession of executive leaders."

For those who consider Mississippi a backward community the volume on that state offers a telling fact: the percentage of individual income devoted to public schools is higher in Mississippi than it is in New York.

The volumes are well printed, easy to read, on good stock. The publishers deserve the thanks of those interested in public affairs for these four useful volumes and the promise they hold for those to come.

LITERARY I.Q. ANSWERS

1. Zenobia in "Zenobia's Infidelity" (H. C. Bunner). 2. The Duchess's Baby in "Alice's Adventures in Wonderland" (Lewis Carroll). 3. Bagheera in "Mowgli's Brothers" (Rudyard Kipling). 4. "The Bear Who Let It Alone" (James Thurber). 5. "Stuart Little" (E. B. White). 6. Cerberus (Greek mythology). 7. Mole in "The Wind in the Willows" (Kenneth Grahama). 8. "The Sycophantic Fox and the Gullible Raven" (Guy Wetmore Carryl). 9. Ruksh in "Sohrab and Rustum" (Matthew Arnold). 10. Tono in "The Ugly Dachshund" (G. B. Stern).

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By Doris Nash Wortman

DEFINITIONS	WORDS
A. Resembling a gooseberry.	119 35 72 156 159 87 161 104 13
B. Violation of the rights of another.	60 110 157 175 139 168 19 33 17
C. Surname of Christina in Henry James' "Roderick Hudson."	141 85 185 135 59
D. Family name of D'Artagnan.	147 153 20 34 32 160 81
E. Mischievous.	40 146 71 117 54 166
F. Said of an official permission which may be granted again.	70 53 18 98 143 12 176 155 164
G. Lacking flexibility.	75 134 120 152 7
H. Having an inner coating of (2 wds.).	45 29 118 90 14 130 126 47 121
I. Given name of Mrs. Theodore Roosevelt.	65 91 179 115 170
J. Given name of the founder of Dartmouth Univ.	149 88 107 122 82 51 73
K. Masterful, forceful.	30 150 10 77 89 177
L. Amer. meteorologist who photographed the earth by a camera on a kite in 1896.	84 187 108 173
M. Royal stable.	113 188 169 96
N. Chinese prefix to proper names, to inferiors or intimates.	58 116
O. Number of Nobel Awards during World War II.	24 61 180 136

DEFINITIONS	WORDS
P. The flying woman whom Peter Wilkins marries, in Paltock's romance, 1756.	46 144 140 63 132 4 163 55 21
Q. Queen Victoria's first name.	129 79 154 41 6 62 27 93 67 78 186
R. Signer of the Declaration who was President of the state of Georgia, 1777.	22 15 183 172 124 114 165 8
S. Acknowledges something in relation to oneself.	173 11 190 50
T. Central figure of "confession" stories of 1821 (2 wds.).	125 94 162 158 52 2 189 151 9 28
U. Electra's heart belonged to him.	74 23 123 39 1
V. Short stroke in golf played from just off the green, by wrist movement (2 wds.).	43 64 80 106 111 131 109 142
W. "Bubble" on outside of an aircraft, for housing radar antenna, etc.	101 3 99 92 69 128
X. Preposition indicating end of an interval of time.	145 184 103 112
Y. Instrument for measuring angular dimensions of fogbows, halos, etc.	57 25 138 86 16 42 66 100 105 49
Z. The part of the stamen with pollen.	38 56 133 48 171 137
Z^1. Half of a common admonition to attend to the details of anything (3 wds.).	127 26 44 76 97 182 83 5
Z^2. German experimental psychologist, esp. in study of memory (1850-1909).	31 181 148 36 68 178 37 167 95 102

DIRECTIONS

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line. . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop. Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.

1 U	2 T	3 W	4 P	5 Z^1	■	6 Q	7 G	8 R	9 T	10 K	11 S	12 F	13 A	14 H	■	15 R
16 Y	17 B	18 F	■	19 B	■	20 D	21 P	22 R	23 U	24 O	■	25 Y	26 Z^1	■	27 Q	28 T
29 H	30 K	31 Z^2	■	32 D	■	33 B	34 D	35 A	■	36 Z^2	■	37 Z^2	38 Z	39 U	■	40 E
41 Q	42 Y	43 V	44 Z^1	45 H	46 P	■	47 H	48 Z	49 Y	■	50 S	51 J	52 T	53 F	■	54 E
55 P	56 Z	57 Y	58 N	59 C	60 B	61 O	62 Q	■	63 P	64 V	65 I	66 Y	■	67 Q	68 Z^2	■
69 W	70 F	■	71 E	72 A	73 J	74 U	75 G	■	76 Z^1	77 K	78 Q	■	79 Q	80 V	81 D	82 J
83 Z^1	84 L	■	85 C	■	86 Y	87 A	88 J	89 K	90 H	91 I	■	92 W	93 Q	■	94 T	95 Z^2
96 M	97 Z^1	98 F	99 W	■	100 Y	101 W	■	102 Z^2	103 X	104 A	105 Y	106 V	107 J	108 L	■	109 V
110 B	■	111 V	112 X	113 M	114 R	115 I	116 N	117 E	118 H	119 A	■	120 G	■	121 H	122 J	123 U
■	124 R	125 T	■	126 H	127 Z^1	128 W	129 Q	■	130 H	131 V	132 P	133 Z	■	134 G	135 C	136 O
■	137 Z	138 Y	139 B	140 P	141 C	142 V	■	143 F	144 P	145 X	146 E	147 D	■	148 Z^2	149 J	■
150 K	151 T	■	152 G	153 D	154 Q	155 F	156 A	■	157 B	158 T	159 A	160 D	■	161 A	162 T	163 P
164 F	■	165 R	166 E	167 Z^2	168 B	■	169 M	170 I	171 Z	172 R	■	173 L	174 S	175 B	■	176 F
177 K	178 Z^2	179 I	180 O	■	181 Z^2	182 Z^1	183 R	184 X	185 C	■	186 Q	■	187 L	188 M	189 T	190 S

Solution of last week's Double-Crostic will be found on page 10 of this issue.

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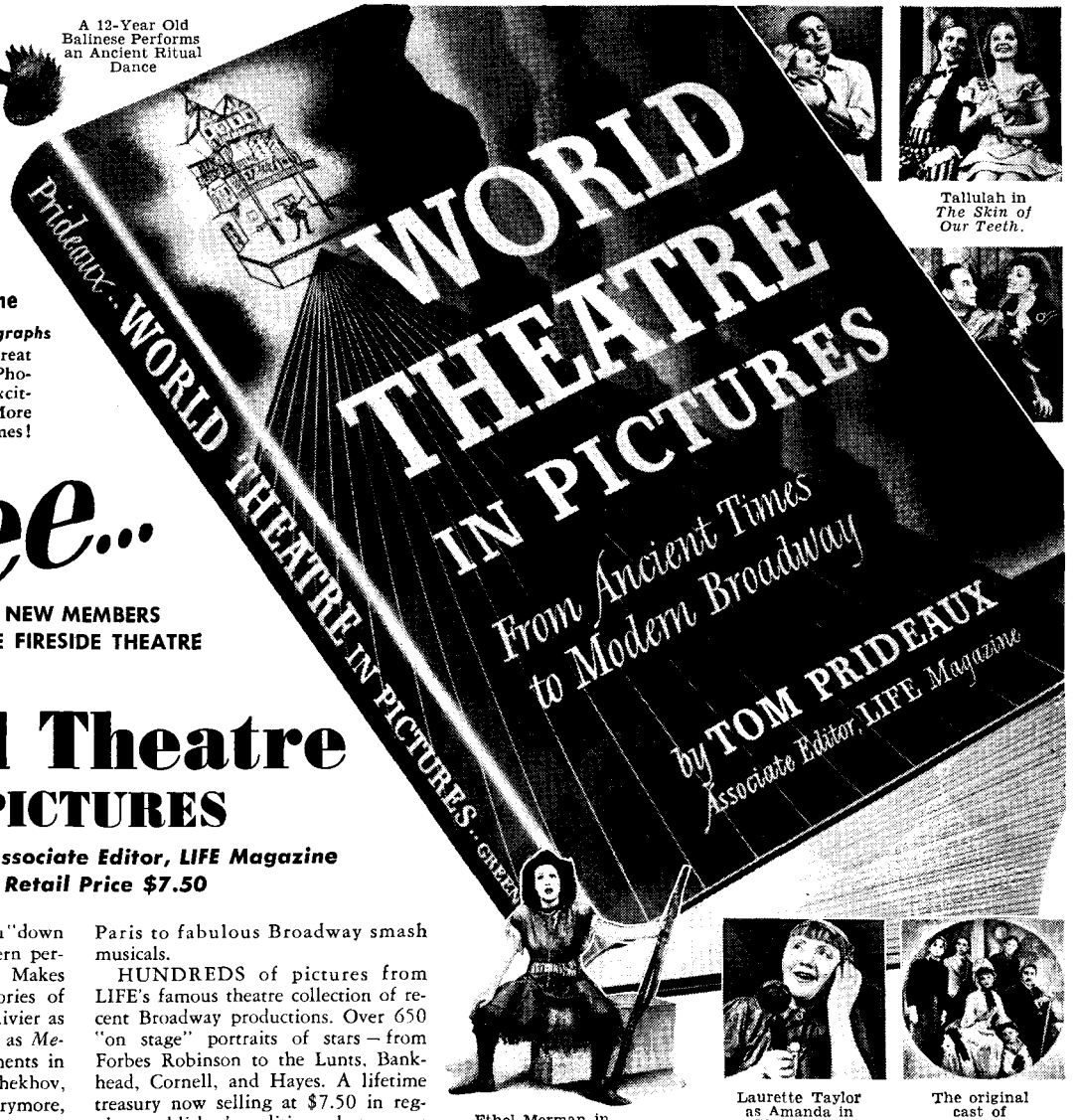
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